**PXL** UNIVERSITY COLLEGE

# Talent development for millennials
# Case study: Melexis

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# Abstract

The present composition of the workforce is designed so extraordinarily, whereby corporations are encountering unprecedented adversities. Employers are witnessing five generations of employees collaborating within the same firm, which leads to generational discrepancies. Furthermore, organizations are transforming on a tremendously electric pace due to augmenting influences of robotics and artificial intelligence. Therefore, it becomes even more rigorous to manage the traditional, more experienced generations alongside the younger digital natives – the millennials, who are commonly misunderstood, stereotyped with negative connotations and at last: mismanaged. This study will put the millennial generation under the microscope by clarifying their true values and ambitions, which they strive for. Additionally, employers obtain best practices that can enhance and inspire their ongoing learning and development programs, including onboarding, managerial relationship and feedback programs, in the most efficient and effective way based on the latest learning and development trends. Through examination of global workplace learning reports and international generation studies conducted by multinationals, this thesis report will summarize the material into a blueprint, which exposes the importance of internal business programs that determine the attraction, engagement and retention rate of millennials. The case study of Melexis, a multinational technology company headquartered in Belgium, will transfer an explicit illustration, highlighting the demands of tomorrow's employees. Ultimately, corporations are compelled to intensify the development of solidified programs. Otherwise, they will gamble their subsequent welfare with the risk of losing an entire generation, who are bound to become the future leaders of the digital era.

# Table of contents

# Introduction

Each particular generation shares distinct beliefs and values, which differentiates them from other generations. In an uprising networked world, the first digital natives or 'millennials' receive by far the most media attention, frequently linked to misconceptions. This thesis report will examine this generation thoroughly, whereby employers will be able to fully understand them in the first place and secondly, translating these outcomes in valuable learning and development programs. The importance of accurately identifying the millennials is progressively becoming higher priority, as the workforce will consist of 75% digital natives by 2025 (Deloitte, 2014). Multiple previous studies attempted to debunk the mainstream stereotypes, whereas the majority of these efforts are quickly negated by the huge inflow of contradictory articles. However, this thesis report will demystify the 'grey zone' by: defining talent management and development with the latest global workforce trends, dissecting the profile of high-potentials and analyzing the millennial DNA from top to bottom.

# 1    Talent Management

Talent management describes an institution's engagement and obligation to not only hire talented employees, but also to manage, develop and retain them. It summarizes all the measurements that are linked to retainment and development of a workforce. Furthermore, it is a business strategy with the purpose to attract top talent in direct competition with other entities. Studies show consistently that the opportunity to continue to grow and develop their professional and personal skills is a major motivator for why employees take and stay at a job (Heathfield, 2017).

Something that is commonly misinterpreted is the false assumption that talent management only involves around recruitment or promotion. Offering feedback to struggling employees is also a fundamental duty for an organization. However, the handling of employment termination could be perhaps more vital than all the other aspects of talent management. Atrocious or lack of communication may damage outgoing employees resulting in confusion and disorientation during their procedure of finding new employment. On top of that it may also harm their potential and development in the future.

A productive program for talent management also consists of sharing information with regards to talented employees and showing the probable career paths. An organization that does this kind of effective succession planning enables talent to set objectives, which they can train and develop for, but also gives them an affluence of assumptions which position follows next in their career path (Heathfield, 2017).

The Chartered Institute of Personnel and Development (CIPD) defines talent management as: *"the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high-potential' for the future or because they are fulfilling business/operation-critical roles"* (Momtazian, 2018).

# 2    Talent Development

*Talent development focuses on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes* (McGuire, 2014).

To avoid confusion with talent management, talent development focuses specifically on the the development of employee skills and competencies to advance their overall careers (Highlands, 2017). It provides an engaging workplace which increases the performances of the employees. However, talent development shouldn't be minimized to certain training or developing programs. The guidance of a mentor or a coach could already show opportunities for growth.

In spite of talent development being used globally, assuming that there's only one invariable method would be too good to be true. This thesis report will reveal numerous talent development strategies based on a geographical scope.

Because of the fact that the majority of the thesis report is based on studies conducted in Western Europe and North America, a concise chapter is dedicated to the Asia-Pacific region.

## 2.1  Asia-Pacific

*The Chinese economy will continue to grow at a fast pace, faster than current talent supply. Furthermore, China must adopt a new growth strategy to meet the challenges of natural resource constraint, environmental concerns, an ageing population, and a shrinking working-age population. Naturally, this new growth strategy hinges on a more productive labor force that is much more proactive, creative, strategic, and globally minded - important key attributes of talents going forward* (Chen, 2017). Consequently, Chen assumed that the speed of growth would exceed the learning curve, forcing managers to accelerate their learning capabilities in order to fill the gap with experience and the necessary competencies. Once the attraction of key talent has been achieved, companies must invest in the sustainability and retention of them: attracting > developing > retaining.

According to a report by Root et al. (2017), two trends have controlled the Chinese workforce: the astonishing growth of the economy and the fierce battle for talent. In no other country does quality counts this much above quantity. Organizations have yearly persistent battles between each other where to scout, attract and eventually hire talent within a massive pool of 7.5 million fresh graduates per year. However, growth is never a certainty. Analysts warn that growth will get tougher in 2018 with a slowing property market and tighter controls on local-government infrastructure regulations (Wildau et al., 2018). Nevertheless, the future is looking bright, as the talent landscape has changed whereas Chinese nationals have been learning and perfecting management skills both locally and multinationally. Eventually, Chinese business leaders evolved into highly educated members, who are globally minded, young, very mobile and savvy with digital leadership. (Root et al., 2017).

The fact that China and Asian countries continue to be the fastest growing markets has put increasing pressure on multinational companies to develop local talent from China to take regional leadership positions (Yang, 2013). Positions like general management, strategic planning and marketing remain difficult for locals to acquire, as Western expatriates occupy them predominantly. It sounds logical for sales and customer services to be led by locals, considering they are standing the closest to the day-to-day issues. However, it makes more sense to use expats if the organization's target group is primarily set abroad. Localization of talent is thus a pragmatic issue (Yang, 2013). Moreover, it doesn't always focus on the company's perspectives: a lot has also to with to do with the required skills and mindset. Country based functions and regional based functions have got particular characteristics. In the first instance, a result driven mindset is highly recommended, while in the second instance a consensus-driven mindset is more required. This conflict in behaviorism hampers local employees. They are not only inexperienced on such high level, but they are also facing a predicament in adapting from result to consensus-driven. Even if they got offered the opportunity, much time do they not have as the market never waits.

Regardless of an organization's location, viewpoint or values, it is fundamental having the ability to attract the right people with the right talent. A research led by PwC Saratoga (2012) showed that specifically Asia-Pacific companies struggle with challenges in three critical areas: attracting talent; retaining and rewarding employees; and people processes & systems. Additionally, external parameters contribute as well to a dynamical shift on the workforce in Asia-Pacific. Firstly, the declining population growth in many economies such as Japan and Singapore is creating a labor shortage, which leads to a demographic shift. Due to a sink in the talent pool, compensation skyrockets as talent has become limited. Finally, the remainder spots which organizations can't fill in with talent, are ultimately designated to unskilled workers. This chain reaction prevents organizations from growing, as they simply can't live up to the benchmarks with competitors, leading up to a loss in external clients, along with a shortage of qualified employees (PwC, 2012). Digging into the numbers of the three challenges mentioned earlier:

## 2.1.1 Attracting talent

Asia-Pacific companies continue to recruit external talent aggressively, due to the talent shortage. These hiring levels are twice as high in comparison with the West. On the other hand, such large activity isn't proportionally correlated with growth. About half of the new hires are dedicated to replace leavers in existing roles (PwC, 2012). Even more compelling, is the evidence which describes that 20% of the newcomers decide to leave within their first year. This large turnover ratio is evidently correlated with countries like Japan, plagued with one of the highest suicide rates in the world: 19.5 per 100,000 (Otake, 2017).

## 2.1.2 Retaining and rewarding employees

A high retention rate ensures businesses being productively stable without losing firepower against other rivals. However, Asia-Pacific companies face significant problems with regards to engagement (PwC, 2012). Employees, who are having a lack of loyalty, whilst being regularly poached by competitors, justify the issues. Not only is the resignation rate around double that of Western Europe and the United States, middle and upper management resignation rates are likewise higher than those in the same position in Western companies.

On top of that, the majority of the workforce has a variable pay which depends heavily on performance: almost a fifth of compensation, whereas it is a merely 13 and 11 percent in the United States and Western Europe respectively (PwC, 2012).

### 2.1.3 People processes & systems

Without a solid HR department filled with great professionals, talent will never live up to expectations. Despite the fact HR functions aren't tremendously greater than their Western colleagues, Asia-Pacific tend to mainly focus operationally and non-strategically (PwC, 2012). Large organizations respond at this issue by creating their own university within the company (Ding, 2011). On the other hand, small and medium-size enterprises (SMEs) lack resources for large-scale talent development (Varma et al., 2013). Another shocking result from the report by PwC, Saratoga (2012) showed that eight of ten interrogated CEO's rated HR and talent development as important, yet only 16 percent received comprehensive reports, delivering crucial information such as the Human Capital Return on Investment.

## 2.2 Intergenerational learning

Thanks to the ever-growing advanced technology and medicine, living conditions are in an unprecedented peak. If the improvements of livability keep its current pace, the population of China is expected to reach 1.39 billion by 2030 (Euromonitor International, 2010). To have a better feeling of this abstract number: it would surpass the current population of the entire African continent by more than a million. Returning back to what we have right now: a study by the World Health Organisation (2014) proved that children born in 2012 are expected to live 6 years longer when comparing them to those born in 1990. Furthermore, the age group of 60 is expected to leap from 12.3% in 2015 to 16.5% in 2030 (United Nations, 2015). This demographic evolution is eventually our only natural resource that doesn't shrink (Isele, 2017).

The development of health conditions designs a brand new workforce, where organizations are dealing with five generations simultaneously. At first, these generation mixed together could bring problematic altercations. However, this can also be seen as a catalyst defining a new source of competitive advantage that benefits all generations and organizations (Sodexo, 2017). Younger generations are more trained to be a specialist in one domain, while older generations acquired analytical skills, bringing more collective data together. According to Jodi Davidson, Director of Diversity and Inclusion Initiatives for Sodexo, this diversity of skills and experience is similar to the 'mentor-mentee' approach, where both parties end up learning from each other. The synergy between generation's main goal is to defy the generational stereotypes.

A recent study by The Hartford (2014) disproved generational stereotypes even more. They claimed that 90% of millennials said boomers bring substantial experience and knowledge at work. In other words: their mentorship is highly respected, which is in contrast with the false assumptions about millennials being discourteous against older generations. The same study also exposed the stereotypes in the other direction: 93% of baby boomers agreed that millennials bring new skills and refreshing ideas to team. In general, employees of all generations can learn from each other, whether it involves small IT-tips & tricks or useful

leadership techniques. At the end, employees learn 70% of what they know about their jobs from people they work with (BLS, 1995).

Not only are multiple generations combined in one organization an opportunity for competitive advantages, it also makes space for an abundance of creativity. The creativity linked to generations is also called: *"intergenerativity" - the creativity that emerges from reciprocal exchanges across diverse identities, professions, ethnicities and ages* (Sodexo, 2017). Nevertheless, replacing the standard way of learning by dividing the workforce into sections based upon age, isn't the goal of intergenerativity either. Instead, employees should be clustered by skills, experience and life trajectories. Professor Mariano Sanchez of the University of Granada in Spain emphasized on "generational intelligence", *the capacity to be aware of generational positions and to approach workforce management with a generational lens in mind* (Sodexo, 2017). Eventually, because employees can work longer, the jobs they are occupying are evolving as well. Not only does the workload increase, the complexity of assignments enlarges at the same time, resulting in lifelong learning to remain valuable.

Professor Sanchez clarifies that organizations must develop a language of inclusiveness across the workplace in relation to the many generations represented in their workforces. This process is not anything extremely new though. We must follow the same evolution for generationally inclusive, like we did for gender inclusive as well. According to Donald Rope of the Netherlands' Centre for Research in Intellectual Capital (2012) , there are gradations of inclusiveness. First, you have to take in consideration what purpose the younger generation has: is there room for creativity or are they just serving the the aging co-workers? Secondly, should they focus on occupational skills rather than on situated learning? If it's just the first case, employees will eventually not gain the required "meta-competencies" such as critical reflection and creative thinking (Sodexo, 2017).

Marc Effron, President of the Talent Strategy Group stated that managers rely more on Human Resources, functioning as a partnership in the talent space. He explains that corporations changed their mindsets from a traditional standpoint into standpoint, empowering the employees by giving them opportunities to to design their own learning trajectories and mentoring inside the organization for all generations. Hector Martinez added that employers shouldn't be afraid to lose talent, if lifelong learning becomes the norm (Sodexo, 2017). Sean Haley, Regional Chairman and Managing Director of Service Operations for Sodexo U.K. and Ireland concluded that intergenerational agility is a vital part of the EVP (employer value proposition). Managing and developing multiple generations in the workforce has been an increasing focus of attention by innovative growing companies.

## 2.3  Onboarding

'You only have one chance to make a good first impression'. Onboarding isn't exclusive to the recruitment process; it is the catalyst which spreads the company's identity and reputation to future high-potential candidates with an eye to recruit them. Once they are attracted, they must receive a soft landing in the brand new company, in which they are about to become part of. Getting familiar with day-to-day activities, building relationships with future colleagues and exploring the corporate culture are just one of many aspects where new employees are presented with.

In general, there are two types of onboarding processes, which are also the complete opposite of each other: informal and formal onboarding. The largest distinction between the two methods is that by using an informal onboarding approach, there is no explicit organizational plan available. Whereas with formal onboarding, there are written set of coordinates, strict policies and procedures with the aim to assist a new employee in adjusting to his or her new job, in terms of both tasks and socialization. Research shows that companies with a formal onboarding are more effective than those that do not. (Bauer, 2010).

Bauer also went a step further by covering that successful onboarding involves around The Four C's: compliance, clarification, culture and connection. Compliance, also the lowest level, involves around learning the basic rules, policies and regulations of the company. During this phase, most of the paperwork is handled. Clarification ensures that new employees understand their job role, responsibilities, requirements and expectations. Culture is the second highest level and explains the employee's new organizational culture where he or she is situated. This could cover some informal habits or unwritten protocols executed by colleagues. The highest level is connection. This phase of onboarding is all about building interpersonal relationships and getting to know the networks in which colleagues and the entire company are connected to. Taking the new hire on an informal lunch to develop new relationships is an effective method, which is executed in this final level. To cluster these Four C's, Bauer developed three additional levels: passive, high-potential and proactive. We talk about passive onboarding, when the company only focuses on compliance and a little bit on clarification. High-potential means that both compliance and clarification are in the strategy, but culture and connection is still in the making. The highest level called proactive is achieved when all Four C's are being used, but implementing them all together in the onboarding process is easier said than done. According to a study by Aberdeen, only 20% of companies reach the proactive level and the financial gain that they create for using it, is astonishing.

## 2.3.1  Without onboarding

Let' talk about the cost of turnover companies receive when they not have an onboarding program. A recent study by Urban Bound who collected information from Forbes and SHRM articles, calculated that turnover costs are hurting companies, as 25% of all new employees leave within a year if they weren't involved in the onboarding process. To make the time frame even smaller: 20% of staff turnover happens already within the first 45 days. <u>This shows that employees aren't sitting on their chairs very long patiently waiting for something to happen, before they decide to go elsewhere.</u> The replacement expenses for this early leaving can lead from $3,000 up to $15,000 for an average employee. When looking at a single failed executive level manager, and the numbers may vary depending on the size of an organization, the costs can go as far as $2.7 million.

Then there is also the loss of productivity without an onboarding program. It can take new hires from 8 to 12 months to reach the same proficiency level as their tenured co-workers. The extended time period of new hires regarding their learning curve can cost from 1% to 2.5% of total business revenues. Furthermore, in the United States and United Kingdom alone an estimated budget of $37 billion is spent annually to keep unproductive employees who lack the knowledge and skills on their job.

## 2.3.2  With onboarding

Employee performance increases impressively with onboarding programs: by using a standard onboarding process, organizations experience 54% greater new hire productivity. Also the duration plays a role in the learning curve. The employees of those companies that have the longest onboarding programs gain full proficiency 34% faster than those in the shortest programs, which is a difference of 4 months. Furthermore, 77% of new hires who hit their first performance milestone had formal onboarding training, whereas those who didn't hit a performance milestone, almost half had no formal onboarding training. Increased employee retention is also a result of onboarding: if employees feel they are learning and growing in an organization such as onboarding, the organization will be less likely to lose up to 60% of the entire workforce within four years. Strong onboarding programs help your employees also engage with one another and understand how their roles work together. Such engagement will lead to office friendships which has a strong positive effect on productivity and overall satisfaction: 70% of employees say friends at work is the most crucial element to a happy working life. An even stronger relation can result into a bigger connection with their company: 50% of employees with a best friend at work report that they feel a strong connection with their company. To finalize the obligation of friendships at work, a sheer amount would even refuse a high paying job if it meant not getting along with co-workers. For women it is one of the top priorities as 74% would make such decision. Men are less inclined but still 58% would refuse a bigger salary over friendship. Automation has the risk of losing the human aspect, especially during onboarding tasks. However, workload like employee forms, benefits enrollment and orientation to company information can speed up the onboarding process when executed in an automated way. This gain of time leaves more room for managers to spend on the social and cultural elements of onboarding. Lastly, technology solutions are becoming the go-to solution for onboarding new employees. The most popular design and delivery modes are an updated intranet, e-learning programs, videos and webinars.

## 2.3.3  Onboarding setup

The importance of onboarding doesn't only involve around knowledge and skill transfer from old to new employee, it is an overarching framework which helps the new hire's integration within the organization. Its goal is to transform employees into effective members of the organization and make them job-ready to develop and move forward with the organization on a long-term basis.

*We speak of a successful onboarding process when new employees are getting oriented, integrated and delivering results as efficiently, effectively and energetically as possible.*

It's often the case that induction, new employee orientation and onboarding are used interchangeably, but there are significant differences between them. Induction generally refers to the process of filling out forms, getting an overview of employment benefits, and so on. New employee orientation is often done in conjunction with induction and includes an introduction to the company and its structure. Onboarding is a longer-term process that focuses on helping new employees becoming a part of the organization, building crucial relationships, understanding their role and learning how they add value.

As soon as the boundaries of onboarding is set, it's time to reflect on the corporate's current situation. This can effectively be done by applying a SWOT-analysis to expose the strengths and weaknesses, followed by the opportunities to improve and the threats. Regarding the last phase of SWOT: a possible threat could be that, because there are so many opportunities on automation level, organizations must preserve the focus on the human aspects of onboarding. Losing the human part could speed up the process, but simultaneously damage the emotional added value of the onboarding.

Another method of cataloging onboarding elements is to work with the Model of Kano. Here, factors are projected in a 2-dimensional graph to determine basic requirements, satisfiers and delighters. Basic requirements are factors, which are unspoken unless they are violated. Satisfiers are elements that increase the satisfaction gradually based on quantity. Delighters on the other hand, are factors which are unspoken but can boost excitement levels.

## 2.4 Workplace Learning Report 2018

Lefkowitz et al. (2018) surveyed around 4,000 professionals worldwide on LinkedIn to obtain a holistic overview of the modern workplace learning. <u>The short shelf life of skills combined with a compressed labor market generate skill gaps that are becoming recurring problems for organizations.</u> This puts businesses in a precarious situation as they are fighting to keep up with the latest trends, while trying to maintain their own talent and sourcing new people for key positions. With an increasing amount of artificial intelligence, lesser valued jobs are slowly disappearing and today's workforce realizes they have to keep up in order to stay relevant.

When it comes to talent development positions, their workload becomes increasingly more difficult, whereas providing new learning opportunities to stimulate employee growth becomes more challenging in the current labor market. Although they have to competencies to lead their organizations to achievements, they need help from others as well.

Lefkowitz et al. (2018) came to a conclusion that today's talent development functions are the middlemen between executives, managers and employees. They are involved in creating the future workforce strategy within their business, while delivering state-of-the-art content to the employees who are part of a multi-generational workforce.

Out of the research conducted by Lefkowitz et al. (2018), there are 5 learning trends which we are currently experiencing on the workplace: soften the impact of automation, balance between today's challenges and tomorrow's opportunities, digitization is transforming talent development, reduce the friction for learning opportunities and strengthen manager relationships.

### 2.4.1 Soften the impact of automation

For the LinkedIn survey, the target group consisted of a diverse range of positions: from executive board members to managers to talent developers. Each group determined the same high priority which they have to focus on regarding talent development: training for soft skills. Even though organizations are developing with a tendency to automate as much as possible, it is still highly requested by all parties to not only focus on the technical skills, but

also on the soft skills. <u>Without a doubt, businesses need to ensure how they maintain technical fluencies which speed up the internal process. However, such rapid changes in automation must be counterbalanced with leadership, communication and collaboration of employees; which are all aspects of soft skills.</u> Machinery may be more efficient, but it is up to the human capital of businesses to add emotional value and it is up to the talent developers to stimulate and improve these emotional values in order to grow further as a business.

## 2.4.2  Balance today's challenges and tomorrow's opportunities

Because of the shelf life of specific skills, talent developers have the inclination to focus single-handedly on today's challenges which the workplace throws at them. This situation worries members of executive teams more as they map their strategies on a long-term aspect and thus, are afraid that fixing the gaps of today will not secure the needs and skill gaps of tomorrow. <u>One of the solutions which talent developers should focus more on – coming from the executive team – is detecting industry trends quicker in order to prevent the internal skill gaps which the future would bring to them.</u>

## 2.4.3  Digitization is transforming talent development

First of all, Looking at some numbers: 58% of the examined employees stated that they prefer to learn at their own pace. Furthermore, 49% of them also prefer to learn only at the moment when they really need it. In order to fulfill all these wishes, it becomes very challenging to have a default trajectory scheduled on a fixed timeline. <u>We have evolved into an era, where employees are demanding fully customizable development paths to maximize their efficiency.</u> It is the talent developer's responsibility to facilitate these desires, whereby providing digital content and online learning solutions are optimal solutions to cater those needs. This digitization trend also reflects on today's businesses: 90% of organizations offer digital learning today. Talent developers are relying heavily on online learning solutions: not only as a tool to provide the learning materials, but as well as a device to track and trace the learning successes.

## 2.4.4  Reduce the friction for learning opportunities

Convincing employees to make time for an extensive training can be very challenging. Not only is their schedule packed with day-to-day activities, finding the right time slots that are available for all participants or parties could impose difficulties as well. Talent developers must reduce these types of frictions which slow down the employee's development. For instance, businesses could meet their employees on platforms they are using on a daily basis, avoiding overcomplicated procedures. <u>Getting employees to make time for learning should be a high priority, as 94% of employees claimed they would stay at their organization longer if they knew the business invested in their career development.</u> Align development aspirations with employee aspirations by engaging through trusted platforms are not only quick wins for now, but they are the foundation of the future as well. Reducing the friction is recorded as the highest priority for talent development in 2018.

## 2.4.5 Strengthen manager relationships

Although managers don't hold the talent development position title, their involvement in employees has a huge influence in the learning curve. Their commitment to supporting them with guidance increases the employee's engagement with learning as well. 56% of employees declared that if their manager personally recommended a course to improve skills, they would actually invest more time in efficiently learning the course as well. This trend is listed as the #2 priority for talent development in 2018.

## 2.4.6 Talent Developers

Having the responsibilities of Talent Developers could look straightforward when you list them one by one. However, when explaining the assignment more thoroughly, it automatically becomes more complex. Talent Developers work very close with the key differentiator of any business: its people. They activate, develop, enable and onboard them in order to gain strategic advantages not only in internal processes, but as well in human capital. They construct strategies and build infrastructures during the journey which talented employees experience. What makes Talent Developers so unique is the capability to sharpen employee talent. They design and gather learning content with the purpose to empower employees and to facilitate their continuous growth.

The most accomplished talent development professionals realize they must focus both on today's concerns and simultaneously tackle the opportunities of tomorrow. One of the options to prepare the employees for the future is to aim considerable attention on the training of soft skills. With the increasing influence of automation on the workplace, it remains for Talent Developers the #1 priority to focus on soft skills. The digitizing transformation leads to more involvement and dependability on online learning solutions. Some of the key industry trends like microlearning and just-in-time learning are carefully studied in order to better hone the modern employee. Providing such training not only depends on the initiatives of the talent professional himself, but also on the organization's budget which is allocated for development courses. 35% of the Talent Developers expect a cost increase, whereas only 11% expect a decrease in the budget. Gross amount of the allowance spent is also foreseen towards soft skills development programs. As companies grow, they dedicate more budget to scalable online learning solutions that meet ever-growing skill demands: classroom lessons decrease the larger the company size in as opposed to online learning which increases gradually according to the size.

Whether or not it is solely the obligation of talent development professionals to setup the development resources, all parties of the organization – executives, people managers and talent developers – agree that it is essential to contribute enough resources for the development process in order to enable more talented employees. The consensus is so large that 90% of executives even say that learning and development is not only a necessary benefit, but also important for leadership to the company. The CEO of ATD (Association for Talent Development) explained the following about talent development: "*The ability of the talent development function to positively affect culture and help plan and execute change make it a dynamic player in driving organizational agility, innovation and growth that contribute to lasting market leadership.*"

Nevertheless, we must not make the mistake by centering our attention exclusively on soft skills. While businesses are expecting on talent development to assist employees cultivate essential soft skills, talent development professionals should be conscious about several niche hard skills which are highly demanded. Certain hard skills are fundamental for business to sustain continuous technical growth. After gathering data from 500+ million LinkedIn members, these are the five most sought hard skills related to a job: Cloud and Distributed Computing (e.g. Cloud Architect, Platform Engineer), Statistical Analysis and Data Mining (e.g. Business Analyst, Data Analyst and Statistician), Middleware and Integration Software (e.g. Systems Integration Engineer, IT Manager), Web Architecture and Development Framework (e.g. Web Developer) and finally User Interface Design (e.g. UX Designer, UI Designer).

How do talent developers actually measure the learning within businesses? Most of the feedback is still retrieved through qualitative employee surveys: 44% of the talent professionals use this method. The method which received for 2018 the biggest uptick, is measuring the progression of learning through the online completion rates. If an employee finished an online course by completing all the assignment and steps, then this would indicate a successful learning program. Due to increased automation and digitizing has this method jumped from 17% use rate in 2017 to 33% in 2018 by talent professionals. Measuring successful learning trajectories is also commonly used by acquiring qualitative feedback regarding the satisfaction of attendees at instructor-led-classes: 43% of talent developers use this.

When it comes to executives and people managers, they both agree that calculating and afterwards analyzing the retention rate and team metrics are the most efficient ways to demonstrate the success of learning programs. In terms of retention, we set a base rate at the start of a new learning and development program and track the rate again based on the measurements which either describe an increase or decrease in employee turnover.  As far as calculating team metrics, we look at the metrics indicated before a relevant team training and compare them with the results after the training. It is certain that the training isn't the sole contributor to success, but it surely makes a difference.

## 2.4.7 Employees

They are the core of businesses, the fuel that feeds the machines and keeps it running. Organizations can differentiate themselves not only with their products, but also with quality employees. _They are the individual contributors of today and the managers of tomorrow. They are now dominated by a millennial generation eager to learn and contribute_ (Lefkowitz et al., 2018).

The model of demand and supply regarding jobs and job related content has completed shifted over the last couple of years. At the moment, employees value the development of their career more than ever before. 94% of the interrogated employees also claimed that if their company invested more time, effort and resources in their career development, they would stick longer to the company as well. This more than convincing number has to do with the mindset of today's millennial generation. 87% of millennials stated they really value the importance of development in their jobs, meanwhile 69% of non-millennials think their development is important. This trend isn't looking to stop either, whereas by 2025,

millennials will make up 75% of the workforce. *Millennials fundamentally think about jobs as opportunities to learn and grow. Their strong desire for development is, perhaps, the greatest differentiator between them and all other generations in the workplace* (Gallup, 2017).

One of the biggest catalysts which convinces an employee to either follow or show no interest in a certain development project is the involvement of their direct reporter or manager. It is even so important that managers account for at least 70% of employee engagement scores. Taking this in consideration, the employee will look up for counsel almost always which will influence his mentality on certain training drastically. If the manager mismanages his employee, it is very likely he will negate the positives of the learning and development schedule just by showing little interest or engagement towards the employee. In other words, sometimes it doesn't matter whether the learning content is effective or not: as long as the manager shows no commitment, the training is doomed to fail. *Creating programs to get managers engaged with L&D is critical to the success of the talent development team* (Lefkowitz et al., 2018). In the LinkedIn survey it even became more clear what kind of influence would lead an employee to spend more time learning workplace skills. Although an incentive – 40% of employees during this case – is a strong motivation towards developing a new skills set, having a manager deliver the message with commitment boosts the odds to 56% regarding employees who would spend more time. If it were to be a requirement for a future promotion, then 49% of employees would do so. Peers have a decent influence as well, whereas almost half of the interrogated employees (45%) would increase their time learning if they recommended it.

The majority of modern employees (58%) explained that they would like to have the opportunity to make time to learn at their preferred pace. They also feel like learning moments should be available during their time in the office and therefore, not solely after their working hours: 68% preferred to learn at work, rather than at home. One of the remarkable statistics that came out of the LinkedIn Survey was that 85% of employees are either not engaged or actively disengaged at work. Increasing the engagement could be managed by creating personal development programs which serves the needs of the employees at its best. Almost half of the employees (49%) also claimed that they would prefer only when they need it the most and are having the risk to fall behind. *"If I could give one solid piece of advice to L&D leaders, it would be to listen to your most satisfied employees and ask them how they learn and how they measure their progress. Satisfied and engaged employees are gold to our organizations… if they have found the secret…we need to unlock it." – Louisa Schaefer, Lowe's Companies, Inc.* (Lefkowitz et al., 2018).

## Inspire

Today's employees – and especially millennials – feel very empowered to be make a valuable difference in their own respective organization and globally in general. They are most of all inspired by the occasions which influences their personal growth. Be very specific to map out the employee's journey where they want to be in a couple of years and which impact they wish to have.

### Motivate

The biggest boost for motivation is located in the manager's side of the relationship when it comes to learning. They play an essential role whether or not the employee will be motivated. Give the learning process also purpose which creates a promotion path for the employee. Create extra awareness that managers have a significant impact. Lastly, it is important for employees to understand which qualities they still have to acquire during their career to reach the next levels.

### Partner

After all, employees are your best source in order to gain feedback on the tools and programs designated to development. Make sure you find out exactly what they wish to learn during the course and which skills they want to develop. Get them involved in making change within the organization.

## 2.4.8 Executives

Talent is top of mind for executives. Talent Developers assist to coordinate and enroll the learning and development programs, but it is up to the executives to give concrete KPI's where the company wants to work towards. 81% of interrogated executives said that talent is the number one priority at their own organization. Furthermore, 90% of executives claimed that educating and developing employees is incredibly important to sustain and increase the leadership of the company in the present and the future.

Almost three-fourths of the executives (68%) encourage their employees to participate in learning and development programs which increase the motivation of the employees drastically, as they look up them. Almost half of the executives (48%) are even willing to participate in the learning program themselves. Finally, emphasizing the learning culture within the organization is another way to express the executive's encouragement (43% do this).

The increasing importance of qualified talent developers doesn't go unnoticed. According to the surveyed executives, 24% of talent developers are already seated at the executive table. The biggest opportunity (52%) to obtain a seat at the table for talent developers – according to executives – is to prove that the learning and development programs translate into beneficial business outcomes. If talent developers help the company overcome business challenges, that would increase the likelihood by 44% to be included in the board.

Finally, executives stated that soft skills training are the most essential skillset to cultivate through talent development programs. To go a step further: 92% of executives even claimed that soft skills are at least equal and sometimes even more important than technical skills. This importance is repeatedly highlighted in the next statement, which says that 89% of executives find it very difficult to search for people with soft skills. To mention a couple of important skills for employees to learn from learning and development are: leadership (68%), communication (64%) and collaboration (55%) according to the executives. Technical and thus, role specific skills are surely necessary, but has a considerable lower importance (42%) compared to the soft skills from the executive's perspective. *"People skills are more and more important in an era where we have powerful and pervasive technology. It sounds*

*counterintuitive, but to beat the bot, you need to be more human." – Paul Roehrig. Cognizant Digital Business* (Lefkowitz et al., 2018).

## 2.4.9 People Managers

They are the coaches and mentors of organizations which makes of them one of the biggest drivers of employee engagement. <u>They can offer help to develop an environment which stimulates continuous learning and guidance for employees by providing learning resources in order to develop their careers.</u>

People Managers profoundly value a corporate learning culture. They realize that targeted learning and development programs can relieve their jobs and close important skill gaps. According to people managers, 96% of them think a culture of learning is important towards the organization. 92% also declare that employee learning could save them time during the working hours and 90% of surveyed people managers explained that learning could help them with closing down the skill gaps on their team. The biggest reason people managers recommend learning and development programs to direct reports, is the fact that it helps with their career growth (53% say this), which most definitely motivates the employee to follow that direction.

# 3 High-potentials

In order to define high-potentials, a narrower definition of talent goes as follows:

*a code for the most effective leaders and managers at all levels, who can help a company fulfil its aspirations and drive its performance. Managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, fundamental skills and the ability to deliver results* (Michaels et al., 2001).

## 3.1 The anatomy of a high-potential

When focusing more on high-potentials, Ready et al. (2010) states that:

*High-potentials consistently and significantly outperform their peer groups in a variety of settings and circumstances. While achieving these superior levels of performance, they exhibit behaviors that reflect their companies' culture and values in an exemplary manner. Moreover, they show a strong capacity to grow and succeed throughout their careers within an organization—more quickly and effectively than their peer groups do.*

### 3.1.1 Deliver strong results credibly

It is not only about the potential or progress, which the employee is showing on a daily basis. On the bottom line, high-potentials are judged by the numbers and results they bring to the table. Although you might evolve into a future great leader of the company within a couple of years: as long as you are currently not performing on a distinguishable level in comparison with your peers, you will never be considered as a high-potential. High performance isn't only based on individual results, achieving success and accomplishments at the expense of someone else wouldn't increase your chances either. In fact, this self-centered behavior could only work in the lower levels of an organization and would most certainly disrupt the cohesion of internal processes on a managerial level.

In order to realize high performing outcomes, the foundation is built out of strong competencies. Cumulating all the factors together and the employee will create credibility, which needs to be proven continually. Credibility isn't gained by delivering excellent work only; *building trust and confidence among your colleagues, and thereby, influencing a wide array of stakeholders* (Ready et al., 2010) are key characteristics whether or not someone is falling under the high-potential category.

### 3.1.2 Master new types of expertise

During the early stages of someone's career, most of the required tasks - which the manager expects you to complete – are primarily operational based. Responsibility is limited and largely focused on the individual himself. At this stage, the pressure is placed on the technical expertise which the job requires at that moment. Performing consistently and mastering the given responsibilities won't go unnoticed and this progression can only be sustained if you broaden that expertise even further. Managing an employee already

demands the high-potential to go out of his comfort zone, whereas from now on individual expertise isn't the only requirement to worry about. Supervision of one employee turns into supervision of a small group, followed by a lager team with diverse positions. This gradually brings more responsibility and influence as being part of the job which the potentials must exercise. Ultimately, once the senior level has been reached, the emphasis is no longer put on the technical expertise as it slowly fades away. These values are now replaced by strategic-thinking and motivational skills. <u>The expertise has shifted from a technical to a managerial view of problem solving.</u> *At a certain point, you will face the challenge of letting go as much as the challenge of adding on. Don't aspire, to be the best engineer and the best design team leader at the same time* (Ready et al., 2010).

### 3.1.3 Recognize that behavior counts

High performance rates and finishing successful projects with expertise are all elements which lead up to promotions during the early stages of a high-potential's career. However, it is behavior what keeps high-potentials on the radar. Eventually, the excellent performance becomes a habit and acts like a benchmark. Employees around them expect nothing less of them. Ultimately, a behavioral shift is required when looking at the high-potential. *<u>Prospective candidates for that coveted high-potential label must demonstrate a behavioral shift from "fit and affiliation to role model and teacher</u>* (Ready et al., 2010).

## 3.2 How high-potentials are hardwired

Someone delivers strong results credibly on a consistent basis, broadens his expertise with managerial aspects and recognized that his behavior counts acting like a role model for others: yet he still didn't make the high-potential list which could create tons of frustration. Is there a blueprint to indicate what went wrong? <u>Unfortunately, there are some so called "X factors" which are most of the time unmentioned by the employer, and could play a decisive role to check someone's high-potential status.</u> The challenging part about these X factors is the fact that it is very complex to teach and learn in a workshop related environment. Another aspect that shouldn't be underestimated is the personality, beliefs and values of a person which is incredibly laborious to adjust. It concerns these types of born characteristics, which the X factors determine as well. Ready et al. (2010) mentioned 4 X factors:

### 3.2.1 X1: a drive to excel

High-potentials are not only performing on a high level, their driven mentality is the catalyst which feeds their consecutive successes. <u>They are not striving for good or great, they only want to produce excellence with zero flaws.</u> The urge of perfectionism also pays a price towards their social, personal life. Sacrifices in order to advance are being made which causes equally good and bad outcomes during the process. Their values are in parallel with their ambition, which lead them to making hard choices: family versus work. Finally, such mindset may push some high-potentials to the brink, but it is up to them to channel the instinct.

### 3.2.2  X2: a catalytic learning capability

It is common sense that every employee should never stop learning new skills, tools or developing competencies along the way. Therefore, having the ability to love the learning process isn't necessarily an exceptional asset. The significance is mainly focused on the translation of new material. Absorbing information is one thing, converting the knowledge in an efficient and effective manner is scaled on another level. Catalytic learning capability covers the description, whereas the high-potential knows exactly how to scan and absorb information, which leads him to a call for action more rapidly and more consistently than if a peer would be in a similar position. Realizing a productive action, whether it involves around customers, clients or internal processes of the organization, is what catalytic learning is all about.

### 3.2.3  X3: an enterprising spirit

High-potentials aren't shy when it comes to exploring new possibilities, opportunities and challenges. They are always seeking for brand-new successful routes which deliver them new career paths. This indicates their confidence for leaving their comfort zone into different environments, which repeatedly challenge them if they wish to advance. Calculated risks such as grabbing international assignments or cross-unit shifts which require different skillsets might generate uneasiness and hesitancy to regular employees, whereas for high-potentials it serves as an excitement factor which grants more opportunities and advantages thus, outweighing these risks with possible rewards.

### 3.2.4  X4: dynamic sensors

Don't confuse taking well calculated risks with unnecessary and irresponsible behavior which only provokes an increasing liability. Having dynamic sensors is a skill, which high-potentials master naturally. Scanning the environment for hazardous situations, avoiding tricky circumstances - they have a nose for opportunities, know when the opportunities appear at its highest point and jump on board when the timing is most favorable. When executives push the high-potential in a certain project, these sensors help them to resolve when to continue and when to withdraw. They have a gift for positioning themselves in the right place at the right time.

## 3.3  Developing your X factors

As explained earlier, developing characteristics like X factors is a very complicated assignment. Nonetheless, some adaptations could enhance performances and boost someone's reputation.

It all starts with self-awareness. Be critical about yourself and the way you perform, look for inconsistencies which occur on a regular basis. If you detect an issue where you're falling short and reflect that you repeatedly find yourself getting blindsided, one of the conclusions could be that your dynamic sensors aren't at the degree of a high-potential. Again, having dynamic sensors is a trait which is mainly rooted in someone's personality. Some people are more accustomed to reading the environment, others pay less to their surroundings.

However, it is feasible to reinforce the radar which scans particular contexts. *Simple measures such as listening to others more carefully, observing their reactions to what you say, and refreshing your network of relationships so that it better attunes you to the new businesses and markets your company is pursuing* (Ready et al., 2010).

When attempting to develop the catalytic learning X factor, make sure that you understand the real objective of this trait. There should be an interest in acting, not solely the learning aspect. After all, learning something without a change in demeanor is a wasted opportunity. Furthermore, to challenge the enterprising spirit more, becoming more proactive and daring to take more risk are factors that increases the involvement and engagement of an individual which could lead to more recognition along the process. It is crucial to understand the importance of self-reflection in these types of situations. It requires a substantial amount of time, effort and energy to sense the shortcomings. Don't shy away from seeking advice from an experienced co-employee, coach or mentor, as long as you understand to which extent they may give you advice and when the help eventually ends and your independence begins.

## 3.4  Downsides of the high-potential status

The feeling of being well recognized in your company and obtaining a designed career path with gradually increasing responsibilities may look nice at first sight, but at the same time the status comes at a price. Sometimes people remove themselves from the exclusive list voluntarily or by default. For instance, someone could start his job with a particular vision and ambition which results him to be considered as a high-potential. As time passes, the mindset shifted and he longer has the time to express the same commitment he once had at the start. Results from the survey made by Ready et al. (2010) indicated that by no means it is guaranteed to remain on the list: anywhere from 5% to 20% drop off the rolls each year, whether by choice or not.

Another reason for dropping out is not living up to the expectations which the new promoted job demands. Making a weak transition, progressively downward performance or unsuitable behavior which isn't in synch with the company culture and values may lead to an inevitable demotion.

Being designated for exclusive development trajectories and extra attention may also result in sacrifices in your personal life. Not everybody is born with the same ambition and love to change positions frequently. For others, these regular changes could create tremendous amount of stress. Add other tough family-related or friends-related choices in the mix and the person will succumb under pressure. Having the spotlight centralized on a single person unceasingly where expectations are benchmarked on amazingly high scales, will cause controversies with other colleagues. They might not share their opinions face-to-face, but they secretly are waiting for you to falter on the big stage.

Now do high-potentials deserve the special treatment? One could argue that all employees deserve the same amount of treatment, because every individual has their own unique talent and therefore, everyone deserves equal opportunities for growth (Ready et al., 2010). Once the employer devotes a substantial dose of time, energy and resources to a privileged group, they might overlook the capabilities of the rest of the employees. To go even more extreme,

some directors believe that the so called 'high-potential group' should always be kept as a closely guarded secret. Because of such exclusivity, the director wants to avoid annoying situations where 95% of the employees within his company aren't involved in the conversation. Why should we declare high appraisal for potential employees, when the majority's motivation gets damped anyway?

Employees must also realize that the high-potential list isn't definitive at all. This agreement acts in both ways: once an employee is fully aware he or she has been put on the list, that doesn't signify he or she will remain on it permanently; the same agreement also applies for those who aren't part of the list yet, giving them still a chance to be considered in the future. If the employer never updated the potential list, it would translate into laziness to those who made it and would provoke frustration to those who aren't included.

Ready et al. (2010) concluded through a survey which was sent to 45 companies worldwide, that half of the interrogated employers stated their executive team spends less than 10% of their working hours on the development process of high-potentials. Although the focus on developing the future leaders isn't significant at all, 98% of the companies still claimed they purposefully identify the high-potentials. This huge gap may be rooted in the conditions of which companies are working in. *Especially when resources are constrained, companies do place disproportionate attention on developing the people they think will lead their organizations into the future* (Ready et al., 2010). Eventually, putting excessive amount of attention to a selective group creates more career opportunities for the selected few: 93% of the respondents claimed that high-potentials are substantially faster promoted than their regular peers. One could argue if such mindset acts like a self-fulfilling prophecy or if the selected few are just great in what they do.

Becoming a member of the high-potential list opens plenty of doors filled with compelling developmental opportunities. Therefore, it is not a crime to aim for the status. Nonetheless, you have to take into consideration not only how you want to succeed and reach that goal, but also why exactly you would even desire it. Be honest with yourself and self-assess your current situation to see whether or not you are ready for the high-potential status. After all, if you want to focus on whatever passion that you possess: performance plays a significant role, behavior gradually becomes more important as you grow and the mentioned X factors are hidden strengths.

# 4 Millennials

## 4.1 Introduction

There are several synonyms for millennials such as Generation Y, "Look at me" Generation or the Net Generation. Additionally, throughout the history of literature a precise delineation for millennials doesn't exist either, but for the purpose of this thesis report we will define the cohort by following Howard and Strauss' (2007) theory, claiming that millennials are born between 1982 and 2004.

In an uprising networked world, millennials are by far the cohort with the most media attention in comparison to other generations such as the Boomers. Because of an ethnically diverse generation, they are also more tolerant to minority groups.

*Stereotypes about Millennials often lead to misinterpretations about this cohort. Their confidence and idealistic and ambitious outlook are frequently mistaken for arrogance and egotism* (Employee job satisfaction, 2016). The high amount of self-esteem is perhaps mainly caused by their parents, who systematically told them they were special and must follow their dreams. Such pampering builds up in the early stages of adolescence, resulting in an illusion of unrealistic expectations when entering adulthood which creates an overdose of confidence. While largely a positive trait, the millennial generation's confidence has been argued to spill over into the realms of entitlement and narcissism (Rouse, 2018). Once they join the workforce, they suddenly become aware they aren't special at all and that all these medals and trophies giving to them for finishing last in a children's competition aren't worth anything.

All of these traits leave some serious question marks whether or not millennials are capable of creating functional work relationships and enhancing organizational performance (McGuire et al., 2007). Erickson et al. (2009) think even further negatively, proving they could potentially disrupt the workplace. Looking at a different standpoint is not unusual though, as some organizations may need to adapt their rules and policies in line with millennials (Gursoy et al., 2008).

In a recent study by the Transamerica Center for Retirement Studies (2014), millennials were described as an emerging generation of super savers. A large reason for this description is the witnessing of the dot-com bubble, the recession of 2007 and subsequently the continuing high unemployment rate among workers between 25 and 34. Because of the increasing distrust of large entities and economic paradigms, millennials have created a unique mindset which is characterized by a free-agent approach, built for opportunism and individual control over professional outcomes. In other words, they act like entrepreneurs (Jubenville, 2016). However, data from Deloitte's millennial survey in 2017 reveal different versions of reality. The results after questioning more than 3.000 participants including the millenial, Gen X and Boomer generation showed that the most popular business chemistry type for millenials was 'the Guardian' (Deloitte, 2017), in which the tendencies are: methodical, reserved, detail-oriented, practical, structured and last but not least, loyal. Even though millennials are often labeled as ultimate social butterflies (Myers et al., 2010), after segmenting the data, millennials are significantly more likely to be introverted types (59%) than either Gen X (46%) or Boomers (43%) per Deloitte (2017). Another research from the

American Psychological Association (2017) stated that although millennials are highly active on social media, they still often feel disconnected from others and struggle with their overconnected digital lives. In fact, the digital world would even hinder their in-person social interactions. Other than being surprisingly introverted, millennials are also significantly less comfortable during situations where they don't know all the answers (Deloitte, 2017). Such ambiguity is more than often seen by them as failure. One could argue though, that disliking ambiguity runs in parallel with the hyperconnected environment. Previous generations such as Gen X didn't have access to a plethora of communication tools, hence the increasing FOMO (fear of missing out) by millennials and being so detail-oriented and the constant feeling of needing to dig deeper. We can analyze that they are also the generation experiencing the most amount of stress. The economic downturn, increasing terrorism, but also the dark sides of technology add up to high levels of stress (Deloitte, 2017).

## 4.2 Millennials at work

Generational differences in the workplace should be seen as an asset, rather than a hindrance. The danger of grouping employees from the same generation together is the threat of having too similar mind-sets grouped which leads to a creativity shortage. However, as generations become older, so will the Boomers resulting that over the course of time, it will become gradually more difficult having generations with no technology background combined with generations born with it in the workplace. Therefore, it is vital to grab the opportunity as long as it lasts, to educate today's millennials who had the chance to work together with previous generations, the values and mentality of Boomers, so that millennials of the present have the ability to transfer the knowledge of older generations to the millennials of the future.

According to a study by Ernst & Young, millennials will comprise three-quarters of the global workforce by 2025. This inevitable trend challenges the employers of today to find solutions in such a manner they remain attractive and future-proof in terms of employability. We have arrived in the era's cornerstone where millennials are currently still outnumbered in the workforce. Group mentality forces the minority to follow the majority. Millennials adapt the work mentality of the employer, as they are the people with less experience compared to the Boomers. Nonetheless, as millennials are slowly taking over the workforce, employers have to prepare themselves how the younger generation thinks and works and eventually they are required to adapt their mindset to the millennials. We will discuss millennial's behavior more thoroughly.

Millennials are used to collaborating in teams and have the urge to make friends with their co-workers (Heathfield, 2017). They grew up in a diverse environment which reflects back on the workplace by working well with divergent colleagues. They also possess the can-do attitude at work, but they look for feedback on a frequent basis to keep them in line. However, this positive mindset has a flipside as well: the lust of trying to achieve any goal with confidence and the expectation of accomplishing every task can be considered as a form of overestimation and arrogance. For this reason, millennials are seeking leadership, guidance and structure from older employees and managers to keep them always in check. Finally, millennials need to see where their career is going and they want to know exactly what they need to do to get there (Heathfield, 2017). The craving of constantly challenging themselves makes them allergic to steady work environments. Eventually they will become

bored and while being the most connected generation; the threshold for flipping their thoughts into looking elsewhere suddenly becomes natural, as they are only two e-mails or text messages away from a different job. Below are some concrete tips how to manage millennials (Heathfield, 2017):

## 4.2.1  Provide structure

Today's education programs are so extensive which habituates millennials to follow a certain pattern in their lives. They are familiar with obliging rules, work schemes and setting objectives. Although new trends such as working from home and flexible work schedules offer a personalized approach, they still need a defined structure which they can rely on. Goals are clearly stated and progress is assessed, they ask for defined assignments and success factors. Providing a transparent structure encourages millennials more than you would think.

## 4.2.2  Provide leadership and guidance

Millennials are well aware that they still have much to learn in order to gain respect from other colleagues. As a result, they look up to their more experienced peers and want to learn from them, while receiving (preferably) daily feedback. Once they are involved in projects, they request to be informed of the bigger picture. This framing triggers full commitment in their daily business activities. They realize that their success relies on the time and investment of older colleagues.

## 4.2.3  Encourage the "can-do attitude" and positive self-image

This generation is sitting in the waiting room, ready to unfold their talent on the workforce. From the beginning of their adolescence, they were told they can do it, that everything is possible as long as they execute with effort. We should encourage such mentality instead of containing their capacities with fear. They will undoubtedly face adversity, but that doesn't hold them back from looking to provide input and ideas. Even though they aren't always right, encourage them to voice their thoughts and opinions (Heathfield, 2017).

## 4.2.4  Take advantage of comfort level with teams

Unlike earlier generations where the focus was set more on the individual, millennials are used to working in groups and teams. They firmly believe that teams can produce more and perform better than somebody alone. They know what team success feels like and are comfortable to work together towards a certain goal. Therefore, give them enough opportunities to collaborate with their colleagues in all sorts of projects: from day-to-day activities to extracurricular tasks. Not only will this release the tension on the individual aspect, this also means they could be coached, mentored and trained as a group which is more efficient and effective from the employer's perspective.

We have to keep in mind that, although these tips are specifically aimed at millennials: *"As always, when characterizing a particular group of employees based on age or any other special characteristic, some employees will fit this description; some employees will fit a part of this description; some employees will not fit this description at all."* (Heathfield, 2017).

## 4.3 Big Six

Gallup (2016) explained thoroughly in his report why exactly millennials are that different compared to other generations. He announced that they won't cease the disruption of today's communication – the way people read, write and relate to each other. Retail, hospitality, real estate and housing etc. are all affected by their presence and soon higher education will do the same. They are taking their time with marriage, children and are also less likely to join a political party or certain religion. This lack or rather slow attachment in their private circle reflects even more on the work floor. Millennials are true job-hoppers compared to older generations, more than half of them even say they are unemployed and still looking for a new job. Gallup stated that organizational cultures are forced to change their mentality whether they want it or not: from *old will* to *new will.* He mentioned six main functional changes that he called the "Big Six."

### 4.3.1 Purpose

Forget the old mentality by working just for a paycheck which provides resources for your own family. Millennials think and seek beyond the regular salary – they want a purpose. Millennials value the meaning of their work more than ever. Organizations with a clear mission and purpose attract millennials who can relate to that similar vision. Older generations wouldn't really pay attention to the mission; their focus was mainly set on being able to provide for families and communities. Now this doesn't negate the effect of salary for millennials completely. Of course, the importance of a fair compensation is still rooted in their mindset. However, it is no longer the main driver. That spot is replaced by purpose.

### 4.3.2 Development

Without a doubt, a trendy and friendly work environment may improve employee performance, but millennials aren't expecting this from their employer. They aren't really pursuing job satisfaction on their current job, they rather seek development. It is nice to have Ping-Pong tables or free food which organizations offer to increase the job satisfaction, but you don't attract them for the right reasons. On the contrary, providing these gimmicks and entitlements is rather a misconception, which can backfire and provoke condescendence to millennials. No need for bells and whistles, give them purpose and development.

### 4.3.3 Coach

We all remember the traditional 'old-style' of bosses: they act and supervise with command and control. Millennials respect their managers when they are able to coach them and help them outplay their strengths and cover their weaknesses. Someone, who cares about them as a person and as an employee.

### 4.3.4 Conversations

The channels which millennials use to communicate are heavily based on real-time and continuity – think about text messages, tweets, Skype conversations etc. This communication style reflects as well their desire on the workplace. They are acquainted with

on-the-fly communication and feedback. Using annual reviews as a method to revise performance isn't bad at all, but it shouldn't be the only instrument as they are perceived as inefficient assessments by millennials.

## 4.3.5 Strengths

People are primarily focused on the "can't-do" mentality, which highlights someone's weaknesses even more. For this reason, Gallup discovered that in the long run weaknesses are never converted into strengths, while strengths have infinite ways to improve. Don't misinterpret that organizations ignore weaknesses, because they do detect them. On the other hand, they rather minimize these flaws and capitalize on strengths. Creating this strength-based culture will empower millennials and help organizations attract and retain their talent.

## 4.3.6 Life

Gallup discovered that everyone in the world desires a good job, which isn't rocket science. This statement is especially true for millennials. If an organization values the strengths and contributions, and gives them the opportunity to exercise the job they love to do day in day out, it fits perfectly in their lifestyle.

## 4.4 Least engaged generation

Although there is a downward trend towards engagement in the workforce, millennials still sit in the last position: only 29% of them are engaged, resulting that the majority actually has no emotional or behavioral connection to the company and the job they execute. Although Gen Xers (32%) and baby boomers (33%) aren't doing much better, millennials are leading the last place.

When it comes to not engaged, millennials lead once again the list in comparison to other generations: 55% of them are not engaged and therefore, aren't putting their full energy and passion into their jobs which is a considerable loss performance wise.

The label of being an entitled job-hopper when it comes to millennials, is a rather bold statement which contradicts in several ways. Because they are in reality not engaged in the workforce (55%), their mindset is more based on indifference, rather than entitlement. Even though they prefer not to switch jobs, their employer doesn't really give them an incentive to stay, thus resulting in taking a decision to switch once they find a better opportunity. They might come across as never being satisfied with what they have and are craving for more and more, when the reality actually shows that they just want a job that's worth to keep. And for that reason, they will keep looking until they find it.

## 4.4.1 Lookout for new jobs

Hopping from job to job comes with a price tag: Gallup estimates that millennial turnover due to lack of engagement costs the U.S. economy $30.5 billion annually. Data also reveiled that 21% of millennials report that they change jobs already within the first year, which is three times the amounts in comparison with non-millennials. Being so volatile regarding the

current state of their jobs, indicates that this new type of workforce doesn't see a long time future within a company. <u>Organizations must remain alert with the fast changes as study showed that millennials claimed they are always open for different job opportunities: 60% said this.</u> In comparison with other generations is their number 15% higher. When it comes to shifts in the job markets, 36% of millennials reported they will look for a job in a different company within the first 12 months if the job market improved in some areas they aren't involved in yet. Only 21% of non-millennials would do the same action.

## 4.4.2 Performance management requires feedback

As mentioned earlier, annual reviews are losing its effect on millennials. The relationship between a manager and his direct report correlates impressively with performance management. In any situation, giving and receiving clear information are fundamental towards a prosperous relationship. <u>Millennials have a certain preference when it comes to communication: they are more engaged when their managers provide frequent and consistent communication and feedback.</u> The engagement rates also differ incredibly when comparing regular meetings with managers with no meetings: 44% of millennials are more likely to be engaged at their job when their manager holds regular meetings, providing them feedback. The likelihood of being engaged at work drops massively when no regular meetings are being held: only 20% will become likely engaged.

These regular meetings not only enhance engagement rates, it also translates into better overall performance. Employees who are able to meet regularly their line manager generate higher performances for the company. They also agree that the probability of getting recognized for their action also improves during more regular feedback moments. Showing to somebody that they care about their development once again boosts engagement. Effective feedback is more than just delivering a good message, it also involves around the frequency of the message being delivered. The more conversations managers have with their employees, the more engaged their employees become. In reality, this is far from easy to realize. Aligning both busy schedules of the manager and the subordinate can be very challenging. The research from Gallup concluded that situation proving that only 21% of millennials and 18% of non-millennials have a weekly alignment with their manager. Even more concerning is the fact that the majority of employees even claim they meet with their manager as infrequently as less than once a month. For millennials, that is 56% of the case and for non-millennials 53% of the time.

## 4.4.3 Most wired generation

Older generations, who weren't born with the World Wide Web, are feeling the digital shift more than the younger generations. <u>Millennials don't know anything else: they are the first generational digital natives who aren't afraid of using the Internet.</u> They pick up so quick the latest trends and easily adapt their lifestyles with it. Devices such as smartphones, laptops, and tablets have completely changed the way of communicating and interacting with each other. While the larger part tries to keep up with technology by surfing the Web through a desktop or laptop computer, almost every millennial (85%) access the Internet from their smartphones – no other generation does it better. This portable hyper connectivity also influences the sources of which they gather information. Millennials obtain their information and news primarily on the Internet, which means they tune in on the news on television way

less frequently than other generations. Almost half of the older generations watch conventional television to gather the latest information and barely search for it online (34%). Newspapers are experiencing digitizing the most: only 3% of millennials read a hard copy of the newspaper as a primary source for information. Gen Xers are changing as well, doing slightly better than millennials (4%). Baby boomers read the newspaper more often, but are also affected by digitizing: only 10% use it as their leading source. After all, the increased reliance on the Internet and smartphones affects every generation. Maintaining a social life through social media has never been so easy: the vast majority of Americans claim they use social media to stay in touch with friends and relatives, including 93% of millennials and 84% of older generations.

# 4.5  Anatomy

Now it's time for action. Because if you look at it in general, the challenge sounds simple: a happier workforce – of which millennials are slowly taking over – translates into a more productive workforce, which in its own case generates more revenue. To complete the circle, more revenue means more reward for employees. In other words, it's a win-win cycle.

## 4.5.1  Millennial DNA

KPMG's (2017) latest report described millennials with six key characteristics. From the employer's perspective, it is essential to understand who the younger generation is in order to attract them.

Curiosity made the millennial, they need to know the true logical reasoning of a task before they are going to execute it. They live for quick wins and that is why they prefer to comprehend the value of doing something in advance. Convince them by allowing them to understand the reason behind a task and how they are fitting into the bigger picture.

Embrace their job-hopping mentality. On average, millennials stay within their current job for a maximum period of three years. Technology allows them to network like no one else which gives them access to peer-to-peer comparisons and other job opportunities found on the Internet. Combine this with curiosity and they become rapidly hungry for the next challenge in their career path.

They are the first digital natives, born with modern technology which makes them tech-savvy individuals. Forget about only being available during certain periods, they are characterized as the generation who's always connected.

Technology and globalization go hand in hand. The younger generations have been exposed to so many cultures, people and information at a very young age already. They don't shy away from travelling opportunities which makes them more tolerant to diversity. This reflects back on the workplace, they seek the same tolerant attitude.

Balance is everything. While the previous generations hoped for some balance in their lives, it's no longer a question for millennials: they demand it. They continuously compare their own situation with their peers. If they see it's possible for somebody, they expect it to be possible for everybody. Not only has it become a demanding topic, it has evolved into a norm on any job specification.

The final attribute which they are associated with is their level of <u>assertiveness</u>. They live by the rule: if you don't ask, you don't get. Millennials aren't afraid when it comes to acquiring new challenges, even in domains they haven't discovered before. This means they ask questions on a frequent basis, compare the new situation with an experience they are familiar with and question the general norm of things. Once they have something in their mind, they will most likely express that feeling as well.

## 4.5.2 Attracting

The surge of millennials entering the workforce increases the talent pool which employers dive into. Getting them across the line to walk through your door is something else. These are the four key elements which employers can use to attract them.

### Prioritize culture

Having a strong and clear corporate is one of the first things millennials analyze before applying to certain job opportunities on the marketplace. Websites like *Glassdoor* give practical insights how an organization functions in comparison to how they sell themselves to the masses. How the employer eventually portrays themselves and shares their overall experience of working what it would be like working for them is one of the main differentiators which millennials focus on during their decision which positions they rather do and rather don't want to apply for.

The end goal for businesses is having the overall impression of certain working conditions where employees are able to foster their own creativity and boost their morale. Quick wins could be allowing employees to also pursue personal hobbies, instead of only focusing on the job related content.

### Enjoyment of working experience

This statement sounds very broad at the beginning: who doesn't want to enjoy their work? The difference lies in the description of the millennial's dream job; they are in fact the first generation to state the word 'fun' as a requirement. They are the embodiment of the feeling that follows the rule of life being too short and they simply don't want to be stuck in the mud during a dead end job. Out of KPMG's report (2017) came a very eye-opening conclusion: when millennials were asked if they would ever pursue a career in technology, the vast majority would bluntly say 'no', as they associate that type of function with the perception of being 'too boring' or 'too manual'. This mindset shocks employers proving they prioritize job satisfaction and enjoyment over anything else.

What does this mean for companies? As long as they understand they must focus their efforts on the certainty of which millennials come to work from the beginning they click in until the end of leaving the workplace: they enjoy every minute. Accepting the millennial efforts and empowering them by letting them choose on projects they are most interested in, will boost the engagement tremendously.

## Open and honest communication

Millennials don't like to beat around the bush when it comes to communication. They have an assertive vision on things and are fiercely honest with their peers, which they also expect to have with their employer. Waiting behind the sidelines isn't something they would typically do. They want to experience that their opinions matters and that their contributions and insights serve to a bigger picture which could improve and develop the company they are working with.

When it comes to businesses, adopting a transparent communication policy should be essential. How could this be achieved? For instance, holding a recurring alignment session where all parties, disregarding the position or function they have, are allowed to share their two cents on a certain topic or situation. This not only decreases the threshold between the executive team and junior profiles, but allows all parties to give and receive feedback from a 360 degrees perspective. Millennials not only receive honest feedback of what they did well and what didn't go as planned, but they also have the opportunity to dole it out.

## Flexibility is key

In comparison to other generations, millennials really desire having the option to manage their proper working hours and the location they are exercising it. Whereas previous generations were secretly hoping for it, millennials are most definitely expecting it nonetheless. KPMG conducted a survey recently across the millennial audience; results showed that having a work-life balance was one of the highest rated factors when they were looking for a job.

Businesses should formally prioritize this subject. As long as the employees generate the required outcomes, it doesn't really matter how much or how little time was spent for achieving it. There is no better feeling, when social, private schedules are in-synch with work schedules.

## Importance of attraction

Why is it even important to begin with, to lay the focus on attracting millennials? Everything has to do with the perception an employer provokes on the younger generation. When a company is able to draw attention of millennials and manages to invite them by considering working there, they automatically steal talent from direct rivals, giving them an edge above anyone else. It is increasingly important to play a crucial role in the competitive market. After all, each millennial which is lost due to implementing inefficient attraction techniques is an additional one gained in the pipeline of a competitor.

When a business is able to appeal talent effectively on a consistent basis, it does wonders for its own company brand, image and reputation. Create the combination of taking your time investing in the correct recruitment techniques and providing the perks which millennials so dearly want, demonstrates that the company cares and most of all values young talent. They listen to what they are saying and what they are requesting to eventually, act upon such feedback.

The company image is spreading like wild fire, word of mouth starts to go around rapidly within millennial circles. They start gathering more information why the buzz was created in the first place and soon realize that they have to act quickly, if they want to be a part of their team. If one person praises the perks a certain company provides, it's just a matter of time before others jump on the same ship.

## 4.5.3  Engaging

Being able to intrigue and land millennial talent is step one of the process, but it doesn't stop at this point. The period for reputation to build up may take ages, but at the same time it could crumble within a matter of seconds. <u>Employers have to keep proving why their employee satisfaction scores are set so high and must ensure they continuously motivate their employees by engaging them.</u> Because engagement automatically translates into satisfied employees. Here are six ways to facilitate the engaging process.

### Social impact

Millennials embrace the fact that work isn't just a simple tool which provides them money and resources they could later spend during their days-off on the weekend. The social consciousness is even so far rooted in this generation that at the moment 63% of them expect their employer is in association with at least one social cause. One of the big reasons they are seeking for social impact, is the fact that they are familiar and desire to work towards a universal goal. This goal allows them to contribute each their part and focuses on the wider cause which isn't necessarily business or client related.

Businesses should grasp the occasion by increasing their social responsibility; if they just neglect a tremendous group of passionate employees who want to have their share in a bigger project, then it is most certainly a missed opportunity. It doesn't need to be a huge cause of which employees are more than willing to follow: providing monthly opportunities for volunteering or supporting a charity may already lead up to increased engagement.

### Socializing

Apart from having a social impact, millennials are in general increasingly social as well. For them, the development of relationships with co-employees isn't exclusively performed between the four walls of the organization they are working in. They really desire to be able to connect both inside and outside of the office. They love spending time in a close community, defined by tight relations, comparable to a working family.

Employers should refuse the false perception that socialization during the work hours translates into disturbance and solely amusement with no positive outcomes. In fact, business should encourage it, for instance: allowing employees to stay in touch with each other on any platform, which gives them freedom to stay connected with their internal and external network, could act as a relief method and decrease the tension on the workplace.

### Mentoring

Millennials may look very confident with a clear vision of their beliefs. However, they are also strong advocates of acquiring the necessary guidance which acts like a harness around their

ambition. If someone fulfills this type of mentor role, they would be able to frame their ideas in a better context, refine them and focus on playing their strengths more. What was stunning about the reaction of the vast majority of KPMG's survey (2017), was the fact that most of them shook their heads when they were asked if their employer provided sufficient follow-up which supports their development.

Time is running out for business to figure out how they are going to provide effective mentoring to employees who just arrived at the company. Showing helpful initiatives such as guidance programs are highly appreciated by starting millennials, which gives them the idea that the organization arranges personal trajectories with regard to their development. One of the initiatives which companies could implement is the reciprocal mentor method. In this case, junior millennials are paired with senior millennials who are a couple of levels above them. The idea of these types of projects work effectively, as the more experienced millennial is standing closer to the situation than an executive profile, because a while ago he underwent something similar which the junior is currently experiencing. They exchange advices and both get immediate practical insights into what kind of adversity the other party is facing.

## Celebration for small and big successes

Whether a millennial achieves a smaller or bigger success, in both cases they still are waiting for instant gratification. In some organizations, the focus remains only on higher scale projects, which millennials sometimes aren't even involved in, thus resulting in disappointment. Smaller scaled activities may be overlooked when looking at it separately, but combined they could become something substantial. Big milestones are generally celebrated within the company. Nonetheless, millennials also want to feel as though their daily performances are being noticed.

Businesses need to understand how to actualize more employee recognition and gratitude into their daily work activities. Small things such as senior members showing appreciation to junior members who were involved in a certain project or celebrating a team performance over the last weeks could be great ways to express grace.

## Talking business

As mentioned numerous times before, having a clear view on the bigger picture is something millennials really value. For them it doesn't suffice to be aware of the unified goal, they want to truly understand what piece of the puzzle they are responsible for when they come to work.

Businesses should be aware of the millennials' request for being informed on the bigger picture. Give value to their thoughts and ask them how they want to tackle cases like customer experiences and project management. It makes them feel more included in the current situation of which the company is working in but it also provides a clearer context for the millennials' work when going forward. Don't overcomplicate things, it can easily be achieved by keeping people in the loop through focus groups or spreading polls which allows people to share their opinion on what could be done better in the future.

## Right manager

When analyzing the traditional, hierarchical leader, one of the words that can describe them correctly is 'drivers'. They hammer on result-oriented people with an eye on sustainability and improvement of the company, which could potentially hinder millennial engagement attempts. Unlike older generations, millennials didn't really receive clear guidelines how they must behave in certain situations regarding authority. In fact, they are used to being praised and hearing nice comments. Once they reach the workplace and are exposed by different types of adversity, it is not uncommon to be forced making steep adjustments for the ordinary millennial.

Instead of focusing on one traditional managerial style, businesses should rather focus on the adoption of different management styles. This diversification offers flexibility to everyone who's receiving orders or specific tasks from their manager. Some may be supervised in a strict and structured way, others like being held loose with room for individual input. After all, having different managerial styles at your disposal basically means that the company focuses less on just getting from observed situation to desired outcome, but cares more about collaboration, communication and identifying the best way in a consensus matter to reach the expected result. Educating managers who have a couple of subordinates with training courses which focuses on valuing the owned attributes of millennial employees such as increasing transparency and relationship-oriented thinking could improve the present circumstances.

## Importance of engagement

First, you have attraction, followed by engagement. Why is the second step so important though? Positive employee engagement reflects into employee satisfaction. This means that employees, who are engaged with the company, are not only invested in their own success but also care about the success of their organization, resulting in proportionally higher commitment and also loyalty.

Generating only employee satisfaction isn't something measurable which can be translated into results. However, productivity is. Engaged employees who express great satisfaction are often part of the top performers of their organization. They are willing to go the extra mile and are aiming for nothing less than achieving company successes.

Recruitment and retention are also affected based on engagement rates. Not only are engaged employees significantly less tempted to leave the company, they serve as the foundation of the leaders of tomorrow. Lower risk of employee turnover translates into fewer investments allocated on searching for valuable replacements and also fewer costs designated to retaining new staff members.

It's difficult for disengaged employees to think about finding new solutions. When it comes to engaged employees, their level of passion and interest in what they do for the company more than often leads to increased innovation as a by-product.

On the bottom line, engaged employees are more productive and efficient for the company. This behavior influences the profitability staggeringly.

## 4.5.4 Retaining

Because they are known as the generation who job-hops like a maniac, getting them through the door of your firm is but one step out of the strategy. <u>Statistics prove that younger millennials are more tentative to explore the job market for other opportunities, they really need to experience the urge to stay put the most.</u>

KPMG presented in their latest report (2017) the average number of companies which employees worked for within the first five years after their graduation. Employees who entered the job market between '86 and '90 worked on average for 1.5 companies during their first 5 years of their career. Fast-forward 20 years, entering the millennial generation, and the amount of which fresh graduated millenials worked for companies has doubled: female millennials who were fresh graduates between '06 and '10 were employed for 3.0 employers on average within their first five years, male millennials within the same time frame hop less, but they still work for 2.7 firms on average within the first five years. One of the logical reasoning that could explain why females hop more than their male colleagues, is the fact they apply for lower positions which companies offer, whereas males usually receive a clearer career path, thus being more tempted to stay longer.

The same hopping trend also reflects on the percentage change of fresh graduates who decide to switch industries within the first five years after graduation. When comparing the class of '06 until '10 with the class of '86 until '90, we see that 60% of female millennials are more likely to make the switch to a different industry. Male millennials are less likely to change, but are still sitting at 40%, which is nevertheless a steep increase.

So why are these trends happening? Why do they still make the decision to leave their respective company relatively early? Here are 4 ways to boost retaining rates for millennials.

### Demanding balance

Companies know that demands are shifting in comparison to the earlier years, but work-life balance has become one of the most overused sentences exchanged when explaining the employer's attraction. Unfortunately, it evolved into something from being trivial, looked as a bonus into something compulsory. KPMG's report (2017) once again showed that millennials rank work-life balance at the second highest priority, just behind salary when looking for a new job.

Businesses must introduce room for personal flexibility with an eye on implementing an 'anytime anywhere' work environment, which will eventually replace the standard 9-5 mentality for good. Offering opportunities to work from home once a week or being able to leave during the working day to settle urgent personal commitments are types of quick wins. Putting restrictions which improve balance are also initiatives that could work out really well in the eyes of millennials. For instance, launching an email policy where employees are forbidden to send or reply to emails during the weekend could be valid options to implement.

### Internal promotions over external hires

It seems straightforward: those who enter the job market, they generally don't begin their exciting careers with the dream job they wish to do for the remainder of their lives.

MIllennials are goal-oriented – if they don't see any opportunity to move up, they will ultimately move out. The early stages of their careers is to gain as much experience as possible in order to move one step closer to the dream job they desire. If it's not with the current employer, they are out before you know it.

Business must set honest and realistic targets which provokes the right expectations of millennial employees. This way, it is clear to them if they benefit from staying longer. If so, they are able to see clear rewards such as an improved title, enhanced compensation and a continuous opportunity to grow with the company. Whenever a new vacancy is published, companies should rather consider checking the existing talent pool and resources they own instead of immediately looking for options externally.

## Yearning to e-learning

Employees should always question themselves in which position they are momentarily situated in. Trends appear and disappear; new skills are born while others fade away. Millennials are craving for knowledge. They know they can't battle with the experience of older co-employees, which leaves them with no other option than continuous learning to gain a competitive advantage. Luckily, they are used to it. Having information within a matter of seconds due to modern technology, keeps them alert and lets them thrive during the process. To summarize the situation: if they don't have the opportunity to learn, they are plainly not developing. And after all, if there is no room for development, they are one their way out.

Businesses should invest in learning and educating their employees more thoroughly with a higher priority. Delivering this content has also changed immensely. Millennials aren't waiting for formal lectures where a bunch of data is hitting them in the face all at once. Instead chunk the materials in more digestible parts: create a solid mixture between technical, business and soft competencies which blends perfectly together with a flexible approach. Not only will it be much easier to process, it will also lower the amount of pressure when attending these courses. Providing e-learning material where employees are allowed to learn at their own pace is a good example.

## Security

In an recent report written by Infosys (2017) fell a bold statement out of the letterbox: although millenials are very excited and anxious about their jobs, the vast majority don't feel like working for start-ups. Instead they prefer to have stability which a corporate job offers best. The same study also discovered how afraid current millennials are when it comes to job security: 40% believe that their job will either be replaced or outsourced by automation within the next five years. KPMG's survey once again stated that job security was once again listed as one of the top priorities by employed and job-seeking millennials.

Business must offer millennials the help that ensures the stability for them to stay longer. Providing proactive conversations which covers the main concerns and offers opportunity to ventilate their thoughts on certain situations, are serving as safety blankets. As soon business sense change is about to happen, keep them in the loop and let them engage fully. Provide them guidance by explaining why things are changing and how this would impact their workflow. Obtain the millennials' input to look for the best solution for both worlds. After

all, growing up in a period of speedy changes will develop them into natural born change agents.

**Importance of retaining**

Figuring out the right employee retention strategy will translate into happier employees and less budget which is spent on the everlasting recruitment cycle.

High employee retention creates a secure feeling of belonging to the company which increases employee satisfaction and encourages new candidates to apply.

Providing a steady workforce without too many shifts in headcount builds up trust with the client who is able to develop strong relationships with existing members. There is nothing more unpleasant than being obliged to explain why someone has left the company, someone that could have been a key player to a specific client. Having continuity with clients and company enables full understanding of the situation and it becomes more feasible to meet the requirements.

Retention also protects the knowledge and reliability which the employee has accumulated along the way. Most of the companies don't realize what type of knowledge is lost, until the employee has already left.

Then there is obviously the cost savings which are generated by higher employee retention. According to the Infosys report (2017) the cost of the turnover of a single staff member could be anywhere between 25 and 76% of that employee's annual salary cost.

Finally, there is a boost in productivity. Every moment that is less spent on hiring means also less time wasted on training new people up to the standards of the company, which can be allocated to speeding up processes and projects elsewhere.

# 4.6  Gender differences

Studies showed that whether employers are intentionally doing it or not, <u>the gender gap or the glass ceiling is still a phenomenon that's terrorizing the workforce. These differences have weathered the test of time no matter how hard we tried to ban them.</u> Some say that the millennial generation will change this for good.

Comparing to older generations, millennials are probably the most tolerant and diverse generation on the planet, due to more exposure to different cultures, people and opportunities. They are also socially progressive minded and rebel against the common definitions described for masculinity and femininity. Furthermore, more than two thirds of millennials consider that defining people only based on gender is no longer a perception (Victoria, 2017). Their tolerant view on the world affects their way of thinking about social matters. Embracing the LGBT community, feeling indifferent about political forces or having no connection religiously are just a few topics in which they express their progressive behavior. Employers had to wait several more years before this attitude hit the workforce. Now that they finally arrived, the first results are in, and even though their mindset suggests it otherwise, there are still some discrepancies between male and female millennials. The

millennial DNA is built differently gender wise and businesses should pay attention carefully in order to detect the diversity.

## 4.6.1 Characterization of females

Female millennials still feel <u>inferior when it comes to job applications.</u> They are more hesitant and fear more in comparison to their male counterparts that they won't manage to find a job which is a suitable match aligned with their competencies and personality. The everlasting perception of which the employer might discriminate them on the workforce based on gender is still clearly noticeable. Due to the cumulating doubts, they are less likely to apply for certain positions, despite the fact for being as qualified, if not even better, as the male applicants (Henderson, 2014).

Confidence is key in order to succeed. Male millennials still cultivate this trait in a higher sense than females. They have an optimistic view and believe that they have the power to reach a superior standard of living than the parents who raised them, which makes them more entrepreneurial (PwC, 2013). <u>Female millennials are lacking the confidence and optimism</u>, whereas their male colleagues have sometimes an abundance of it.

When it comes to being sociable, female millennials are scoring better. <u>They live off of a familiar culture within the organization, packed with team working tasks, inclusiveness and a tight community.</u> Male millennials are less sociable and if they could choose freely, the majority would favor a lone ranger mentality by eating, traveling and working more alone. Their craving is to be fully self-sufficient and independent (IFL, 2014).

<u>Generally, it is still very challenging to convince female millennials to opt in for STEM related career opportunities, whereas their male peers are more likely to do so.</u> Part of the controversy is rooted in the everlasting perception bias of women being more suited to arts and humanities and therefore, they lack the support from inner circles. KPMG's report (2017) concluded that only 51% of surveyed female millennials were related to a STEM-degree at university, whereas 86% of the males studied a STEM-degree, which is a tremendous difference.

After handling so many adversities, <u>female millennials that are high achievers experience way more often the so called 'imposter syndrome' compared to the males.</u> It is a feeling when they doubt how they were able to get so far, delivering excellent results and start to question that it could be undue, based on pure luck instead of talent. Technology has a big role in this issue, with the lasting transparency of social media which brings constant social pressure when comparing to others.

Additionally, male and female millennials don't share the same priorities when it comes to employment requirements and benefits. In the survey conducted by KPMG (2017) where millennials were examined, 77% of interrogated people confirmed that they are aware of the difference between male and female millennials regarding expectations and concerns on the workplace. Figures proved that males care substantially concerning remuneration than their female colleagues. <u>When in fact, female millennials focus more on promotion opportunities and work-life balance.</u>

Although the females care more for promotion opportunities, <u>they would still hesitate to drop their names for filling in an internal vacancy,</u> whereas males are more likely to put their names forward. One of the factors that could play a considerable role is the employer's view point regarding maternity leave and childcare, which remains a recurring issue for females, and becomes problematic to climb up the career ladder. To go even further, out of KPMG's report (2017), 70% of female millennials thought that this was the root of the problem relating to the challenges that were faced in the workplace.

## 4.6.2 Solutions

In order to break the barrier between male and female, companies should place more females in leadership positions to begin with. It's normal that female millennials sometimes don't feel certain and assured to apply for jobs with plenty of accountability and responsibility. The main part of the issue here, is the attitude of which people are correlating these types of jobs with only male characters. Therefore, it is difficult to for females to relate to the situation when there are overall way less female role models to look up to. For this reason, company should implement two major things: <u>augmenting current leadership diversity pools and developing millennial potentials in preparation for future leadership roles.</u> If companies wish to tackle the first solution, they could start by exercising a cultural policy which supervises the application process that imposes rules to have an equal amount of male and female candidates at the beginning of the selection procedure. The second solution could be done by investing in training for top talent, disregarding gender. This ultimately proves that the business trusts their talent who aspiring to become the next leaders.

Although males heavily rely on lucrative compensation – 43% of their choice depends on salary – females are more attracted to well-rounded benefit packages, which offer more than just good compensation (KPMG report, 2017). Hence, businesses should realize that building a benefit package where pay represents one part of the bundle, but doesn't dominate the weighing. As a matter of fact, putting the emphasis on quick career evolution, learning and development should be taking more seriously and might as well put on the spotlight instead.

Catering more support during personal career breaks is something key to implement, especially for female millennials. It is the key period where females seem to fall incredibly behind, regarding the fact that they need more time off for childbirth and child care matter. Businesses should instead be very clear with the communication that is given towards the female millennials who are approaching these delicate circumstances, which ensures an unobstructed pathway for progression as soon as they return to the firm. Another thing to focus on more is to express the willingness to encourage solid maternity package to ensure that these female employees do return, regardless of any childbearing status.

As mentioned before, millennials face different types of challenges depending on gender. As such the advice and support of which females receive from their supervisor should be delivered and tailored in a fixed way. One of the solutions could be by initiating female specific mentoring. Not only does it focus on gender-specific needs acting like a safe haven, it also immediately exposes them to a female role model, which they can aspire. The main issue could be that it would segment the workforce even more by putting genders together,

and the lack of females in a senior position isn't making the challenge easier. Therefore, involving male mentors could demonstrate the endorsement of diversity and supporting guidance for millennials regarding gender neutrality.

Apart from tailored mentoring, establishing other initiatives with the primary focus on driven for and by women could check multiple boxes at once. Creating a collaborative community where like-minded female professionals are joined together can offer opportunities to support each other and work together towards a team goal. Getting the company behind sponsoring these events also sends a signal of which they approve and are backing the cause.

Finally, avoid gender tinted wording in job descriptions. The power of words shouldn't be underestimated by companies. Employers should play close attention to the language used and what underlying message is suggested. Encourage female millennials to feel confident enough and take the step towards that first interview. Research conducted by CompTia (2016) showed that female millennials feel more attracted to nurturing, positive language whereas their male counterparts are more enticed to competitive connotations. When females skim through a job description, their eyes are lighting up to phrases which indicate collaboration and teamwork, which is perpendicular to an environment suggesting competition against other employees. This doesn't indicate either that words like 'dominant, strong and competitive' are characteristics which female millennials hate, but it's worth mentioning that these types of phrases mostly cue for an unwelcoming atmosphere that could potentially be toxic.

*"The verdict? Unfortunately gender typecasts are sticking around for a little longer, at least in the technology sector anyway. But by proactively taking action now, companies can help in the effort to banishing these stereotypes to the archaic ages – where they belong."* (Kurian et al., 2017).

# 4.7  Tilting moment: 2018

It's clear that the millennial generation is feeling uncomfortable about what's next. As the growth of Industry 4.0 technologies – including robotics, internet and artificial intelligence – completely changed the way of working, it challenges leaders to make decisions which benefit all worlds: from more experienced employees, millennials, to even the super newcomers (Gen Z).

With an increasing fragmentation in the social and political environment, millennials are still questioning the current market situation and desire for reassurance. *While young workers believe that business should consider stakeholders' interest as well as profits, their experience is of employers prioritizing the bottom line above workers, society and the environment, leaving then with little sense of loyalty* (Deloitte, 2018).

Comparing with the findings of 2017, millennials' beliefs took a hit with a substantial loss of confidence in corporations behaving ethically (48% versus 65%) and business leaders improving society (47% versus 62%).

Millennials gave their employers time to reconsider certain situations, but it seems that business motivations and ethics are difficult to adapt, resulting in a negative shift as it doesn't align with the current generation.

This lack of trust for their employer reflects on the high turnover rates. In an uncertain environment, 43% of millennials expect to leave within two years, while only 28% believe they would stay beyond five years (Deloitte, 2018). This downward trend also affects younger generations: 61% of Gen Z'ers expect to leave within two years while only 12% stay beyond five years.

One of the big factors relies heavily on the perceptions which the millennials have to corporations' motivation, rather than making sheer profit only. Nonetheless, pointing the finger only towards businesses is hypocritical thinking, whereas millennials still prioritize financial reward over anything else: 63% of millennials stated financial rewards and benefits as very important, followed by a positive workplace and culture (52%). The importance of the financial aspect of a job could be provoked by the perception of millennials desiring the corporations, who only seem to care about money anyway, to share their weath. Underlying thoughts such as screening the housing market and providing enough resources for potential children also affects the importance of financial benefits in their job (Deloitte, 2018).

In terms of diversity, although it doesn't seem like millennials seek this as a high priority (only 19% of millennials find this very important), diversity is still linked to greater employee loyalty, whereas 69% of millennials would stay beyond five years if they were working in a diverse organization. Regarding senior management, this also has a valuable impact: if the corporation has a diverse senior management team, 56% of millennials claimed they would stay beyond five years (Deloitte, 2018).

Flexible employers are reaping the rewards and are correlated with loyalty. If millennial see a change in flexibility regarding their options in terms of where and when they could work, 55% said they expected to stay more than five years. If the flexibility remained the same, expectation rates of staying longer than five years nearly take a 30% hit: only 27% of millennials would still stay for a longer period. Finally, a decreasing flexibility nearly negates their incentive of staying longer than five years: not even one in five (17%) would stay longer than five years (Deloitte, 2018).

The increasing appeal of the gig economy also influences the loyalty of millennials. More than half (57%) of the millennials would consider joining the gig economy instead of full-time employment. When it comes to supplement their full-time employment, the number is even larger: 78% would definitely consider joining the gig economy as a supplement role. The biggest incentive for joining this economy, regardless of full-time or part-time commitment, is caused by the increase of income: 62% of millennials explained this as a reason why they would join it (Deloitte, 2018).

Overall, *companies have a clear and achievable opportunity to the extent they want to enhance their standing in the eyes of millennials. If organizations can shift their motives from inordinately focusing on making profit to balancing social concerns, and to be more diverse, flexible, nurturing of and generous with its employees, they will attract and retain the best millennial and Gen Z employees and potentially strengthen their prospects for long-term success* (Deloitte, 2018).

# 5    Melexis

Over the past couple of years, Melexis grew from a small electronics company into one of the biggest competitors in the semiconductor market. In every new car, there are on average 10 Melexis chips integrated in the manufacturing process. These terrific achievements open a plethora of opportunities for the company itself. An increase in revenue equals a bigger budget to spend, which means more jobs are provided to uphold the continuing progress.

However, when a company experiences such growth in little time, it is detrimental to stay vigilant regarding its own mission, vision and values. More than often, the employees who were at the beginning of success and are still part of the organization, they are the ones who share the values and really care about the foundation of the company. The danger lurks more around the corner, whilst being in prosperity when future employees want a share of this success by hopping on the bandwagon. Picking the right talent is one side of the story, but developing them is another challenge.

Once Melexis hires a new employee, it shows that they trust and value the new hire and what he or she brings to the table. Melexis invests incredible amount of time and effort to further develop their prospect. But be aware that development isn't done in one single step. This thesis report will reveal a bunch of projects and processes, in which Melexis invests time, skilled employees and money in.

## 5.1  MLX New Hires Survey

### 5.1.1  Background

From June to November 2017, Melexis invited their millennials in every site to have an informal conversation with at least one of their executive team members. During that moment, Melexis wanted to listen to them, allowing them to share their honest opinions and expectations, especially towards Melexis as a company, towards its management, jobs, personal development, and life in general.

The main initiative to conduct that interview was to assess if Melexis was capable to adapt to changing circumstances, which is an important part to success. If Melexis wants to stay relevant for its customers and people, it will be vital to understand their own employees in the first place, both on the professional and private aspect. Back then, 38% of employees were already millennials, which will only become bigger over the next couple of years.

The vast majority reported that they have the opportunity to develop and are therefore, not stuck in one place. They also felt that Melexis does a great job at mentoring and coaching people, giving them guidance when needed but still granting to manage their own pace which suits them best. They are being valued, trusted and respected disregarding gender or nationality, with the latter being very important as Melexis is expanding globally and therefore, attracting candidates from all over the world.

Finally, there were two major rooms for improvement detected. One of them was structuring information and content with an eye on finding quick fixes in case of queries are arriving or to find the right information of the right person which can help them with their issue. The

second challenge was to fulfill the request of giving more frequent and explicit feedback. Autonomy is good, but for the employees it's necessary to know what their level of competence is, and where they can improve.

The interview gave great insights and brought fresh ideas which not only the executive team, but Melexis in general could work on.

## 5.1.2 Follow-up

One year later, all Melexis new hires as of September 2017 who were considered as millennials, completed a follow-up survey to check if the positive outcomes, obtained from the interview a year before, were still visible. Challenges which were also exposed back then were re-polled in order to compare the past with the present situation. 90 people were invited to complete the survey, in which 62 employees as a matter of fact replied. The average internal response rate (between 30-40%) was successfully reached; in fact the rate was almost double the average: 69% finished the survey.

The majority of respondents (40%) are already working at Melexis between 6 and 8 months, which means that they offer great information regarding their development process and went successfully through their onboarding. The second largest group of respondents (29%) just started working at Melexis; they have been at Melexis from 0 up to 2 months and are still experiencing the onboarding process or have just finished it. Gathering data from these two groups expose great insights on how people see Melexis now, what their main issues are or were and may give verification if the job becomes clearer along the way.

New hired millennials encounter occasionally different challenges, which are presented along their path of successfully enrolling in the job. The biggest challenge for them was getting to know the Melexis culture: 42% struggled with the specific culture which lives in all Melexis sites. One of the reasons why this can be so challenging for new employees may be due to the fact that Melexis is working with a great amount of engineering profiles. It isn't unusual for millennial employees, who haven't worked yet with these types of colleagues in their previous jobs or those who are just fresh graduates, that they encounter some difficulties regarding the Melexis culture. Another reason, regarding employees who are struggling with getting a grasp of the culture, could also rely on the niche sector in which Melexis is located: the semiconductor sector. Even though plenty of new hires already have a technical background, it remains difficult and takes a considerable amount of time getting to know Melexis' technology (lots of abbreviations) and most of all: plan of approach. Which brings this to the next challenge: getting to know the internal products. Almost 1 in 4 new millennial hires have difficulties during the learning process of the products which Melexis designs. Not only does this issue appear for newcomers, in general, there is still a considerable group who are working at Melexis for a while, that find it tough to understand.

Getting enrolled into a new job also indicates in familiarizing with existing projects or starting new ones from the ground up. Melexis hires people who are capable of taking full ownership of their position, thus being able to juggle different projects simultaneously is one of the required skills which is needed and might cause a matter of contention. 20% of surveyed millennials said that managing different projects is challenging at the start. Furthermore, 76% would find it useful to follow such project management training, which makes it one of the most requested training that would be useful to the millennial new hires. The training which

is considered as most useful, with a 94% consensus rate, is job specific skills training. This gives a clear signal towards the team leads that the new hires are requesting ongoing training which is related to job specific tasks. After all, learning on the job is one of the most effective ways in order to understand the business processes and is closely linked to company culture.

Nonetheless, when millennial new hires were being asked to reflect back on the first months, the majority (60%) explained there was nothing they wished they had known earlier, indicating once again that it takes time to settle in the new position of Melexis, but are beginning to master their responsibilities along the way (87% said this).

Millennials are characterized by their ambitious mentality, but they also seek a work schedule in compliance with their work-life balance. Melexis does a great job at facilitating both demands: 84% of millennial new hires agreed that Melexis provides career paths and challenging job opportunities for their employees and a whopping 92% admitted they have a flexible work schedule.

In terms of receiving training, despite the fact that the latest trends suggest that millennials prefer to learn only when they need it the most with tools that focus on e-learning, the vast majoritiy of millennial new hires at Melexis would still like to receive training through traditional classroom lessons (68%) and external workshops (77%). As mentioned earlier, on-the-job training is still considered very useful and therefore, 89% would like to receive training through this way. This doesn't mean that e-learning is completely irrelevant for millennial new hires at Melexis, 63% are still interested in online courses. E-learning offers lots of flexibility for students and it will most definitely continue being a great way to deliver courses. However, for new hires at Melexis it isn't so dominantly requested in comparison to the latest trends showing up on the workplace.

Lastly, the millennial generation is relying heavily on guidance which can be provided by assigning a mentor who gives them constructive feedback on a frequent basis. In last year's millennial survey conducted by Melexis, this was also a challenge where they could improve in. When looking at the results of this year's survey, it appears that Melexis is heading in the right direction. 76% of respondents stated they are satisfied with the feedback they receive from (remote) team leads. The importance of feedback is also highlighted once again during this survey, whereas 97% confirmed they perform better when receiving feedback. The duration between requesting and obtaining feedback also plays a major role regarding the satisfaction rate: 77% agreed they don't have to wait long when requesting for it. Finally, the end goal of every company is creating an environment where employees sense a culture of feedback. Not only does it enhance the overall performance, it also improves the retention rate. Melexis is doing a remarkable job on that end as well: 68% agreed they sense this while working at Melexis, whereas only 6% disagree with this statement.

# Conclusion

Although every generation is characterized by explicit values and beliefs, it is imperative to realize that analytics are based on averages. Placing people in boxes beforehand will always influence first impressions and provoke stereotypes, which isn't the main takeaway of this study. Exceptions remain plausible and employers should carefully take these findings into consideration, without making considerable presumptions.

Nonetheless, the majority of the millennial DNA is exposed: curiosity made the millennial, which increases their assertiveness even more. However, they remain mainly introverted as hyperconnectivity hinders them during face-to-face communication. Whether millennials are attracted to a corporation depends heavily on the corporate culture. Their job hopping mentality makes them the least engaged generation in the workforce, which reflects on the decreasing retaining rate. Work-life balance is ranked right behind salary as the most important element, when they are looking for a new position.

Despite the fact that they are very tolerant, gender differences are still felt on personal and business level. Female millennials are less likely to pursue promotion opportunities than their male counterparts, while job descriptions should better use gendered wording to preserve a stable gender equal pipeline.

The flexibility in working practices correlates with loyalty, as millennials prefer to tailor their job to their lifestyle. Participating in the gig economy as a supplement to their regular income has a great appeal, which strengthens the desire of flexibility and work-life balance.

When it comes to high-potentials, they deliver strong results credibly and are masters in translating new knowledge into concrete actions.

The enrollment of successful onboarding lowers turnover rates and expenses, but increases engagement and productivity. It is clear that digitization is transforming the workplace, which makes it vital to soften the impact of automation by maintaining the human aspect.

After analyzing their millennial new hires, the Belgian headquartered technology company Melexis does a great job at facilitating the ambition of millennials, but their employees remain rather traditional in terms of requesting training and the way it is delivered such as classroom and on-the-job training.

The content related to talent development for millennials is provided in this thesis report, now it is up to the corporations to make the decision becoming proactive by adjusting their current learning and development programs with these findings and revamping their image with modern practices, luring the younger generations who are destined to be the leaders of the future.

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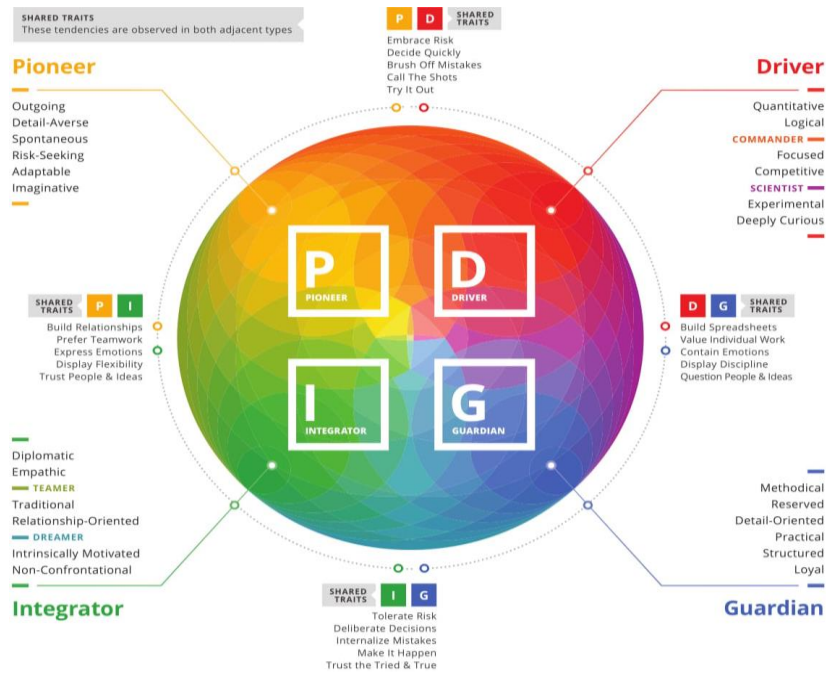
# Appendices

## Appendix 1: business chemistry types



**Figure 1: Deloitte millennial mindset (2017)**



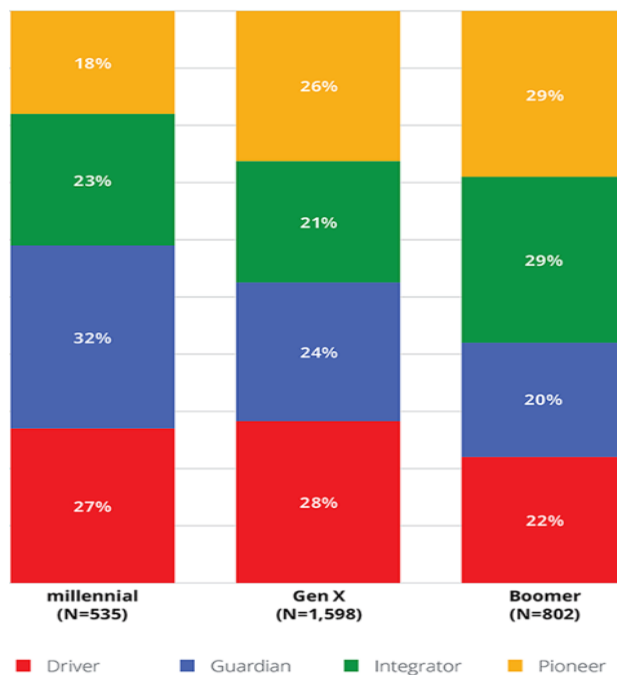**Figure 2: Deloitte millennial mindset (2017)**

# Appendix 2: retaining rates

**Average number of companies within first five years after graduation**
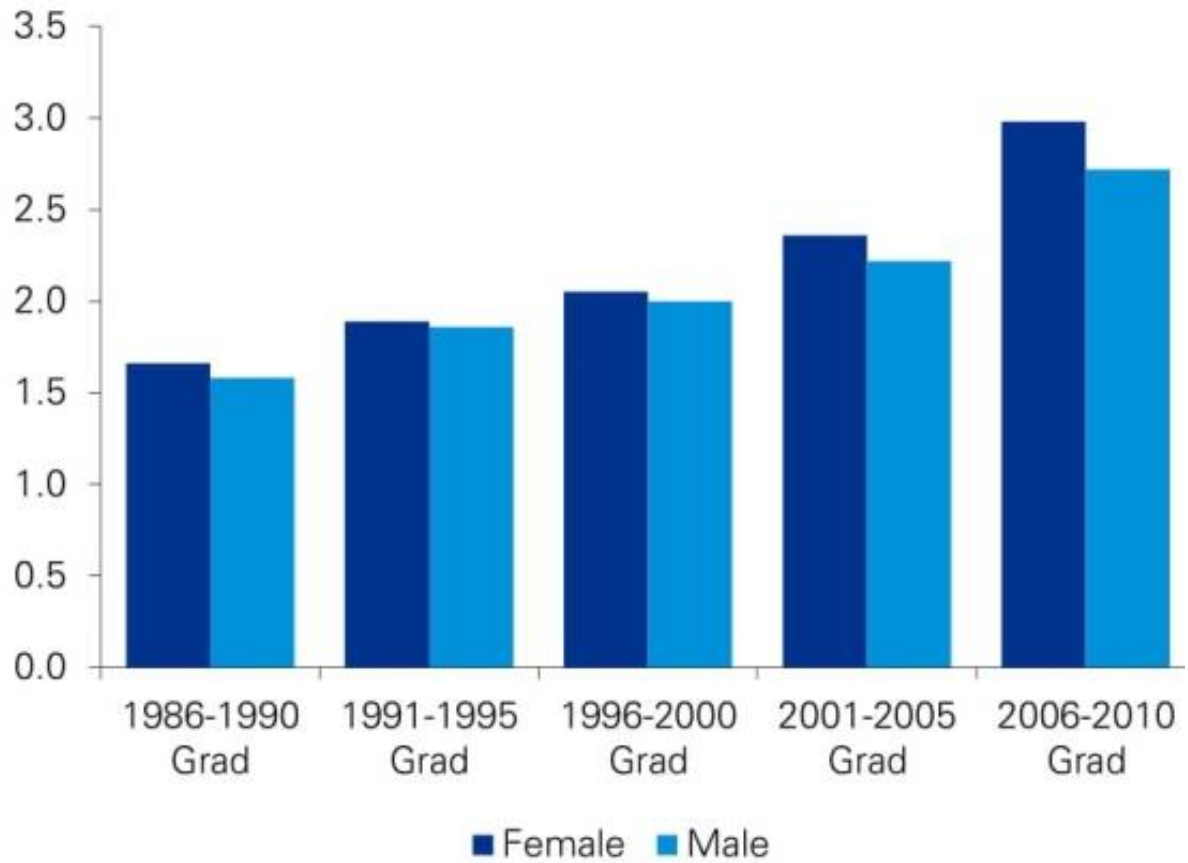


Figure 3: KPMG meeting the millennial (2017)
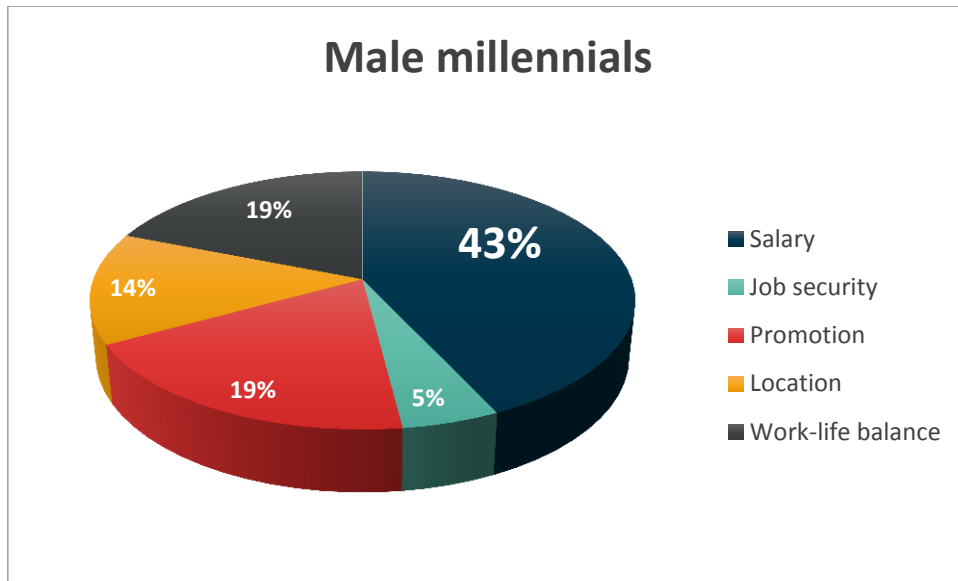
# Appendix 3: benefit package



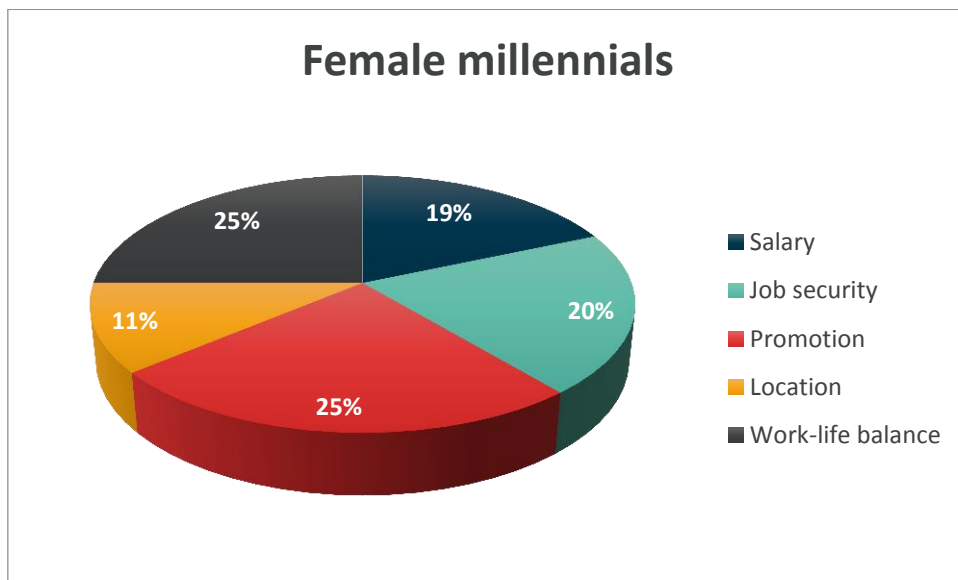**Figure 4: KPMG meeting the millennial (2017)**



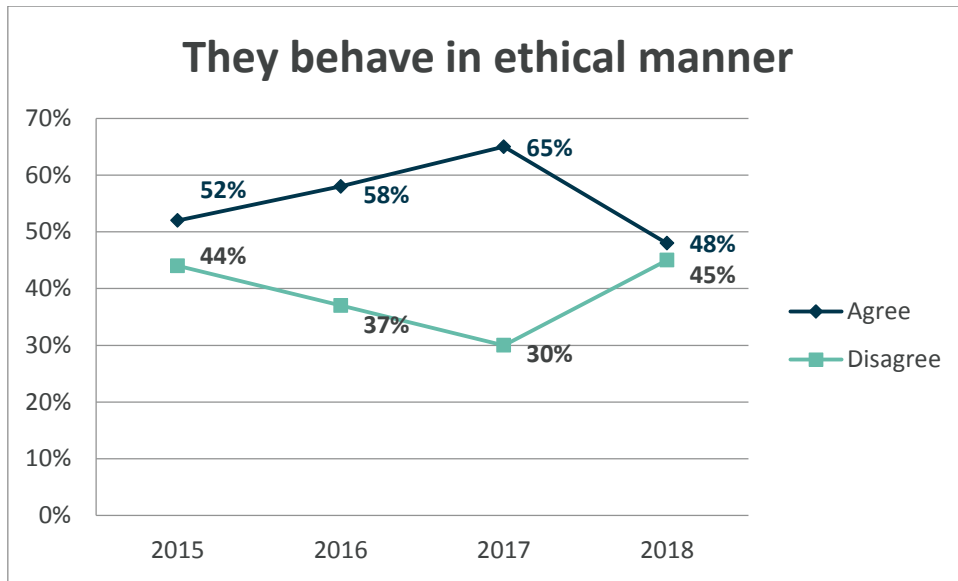**Figure 5: KPMG meeting the millennial (2017)**

# Appendix 4: millennial views of corporations



**Figure 6: KPMG meeting the millennial (2017)**
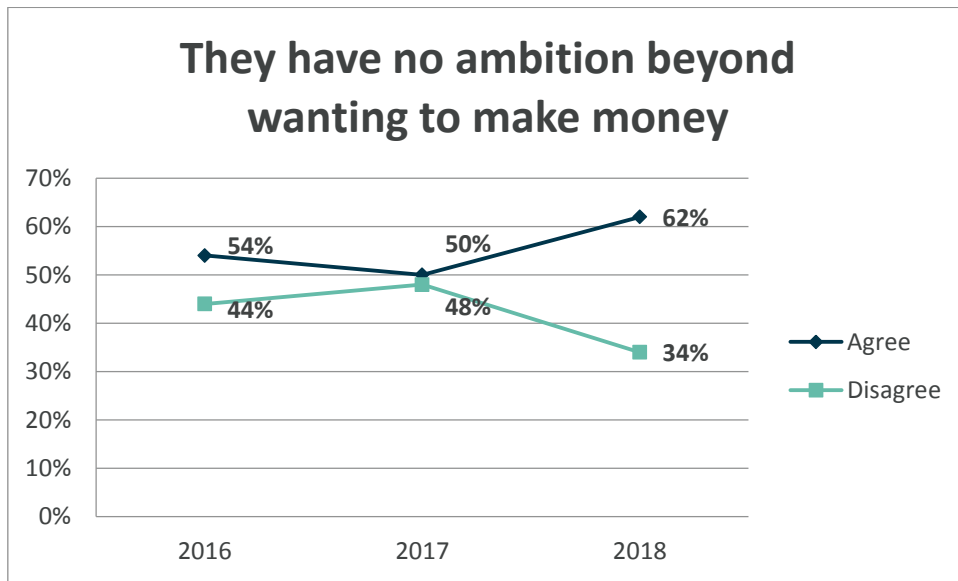


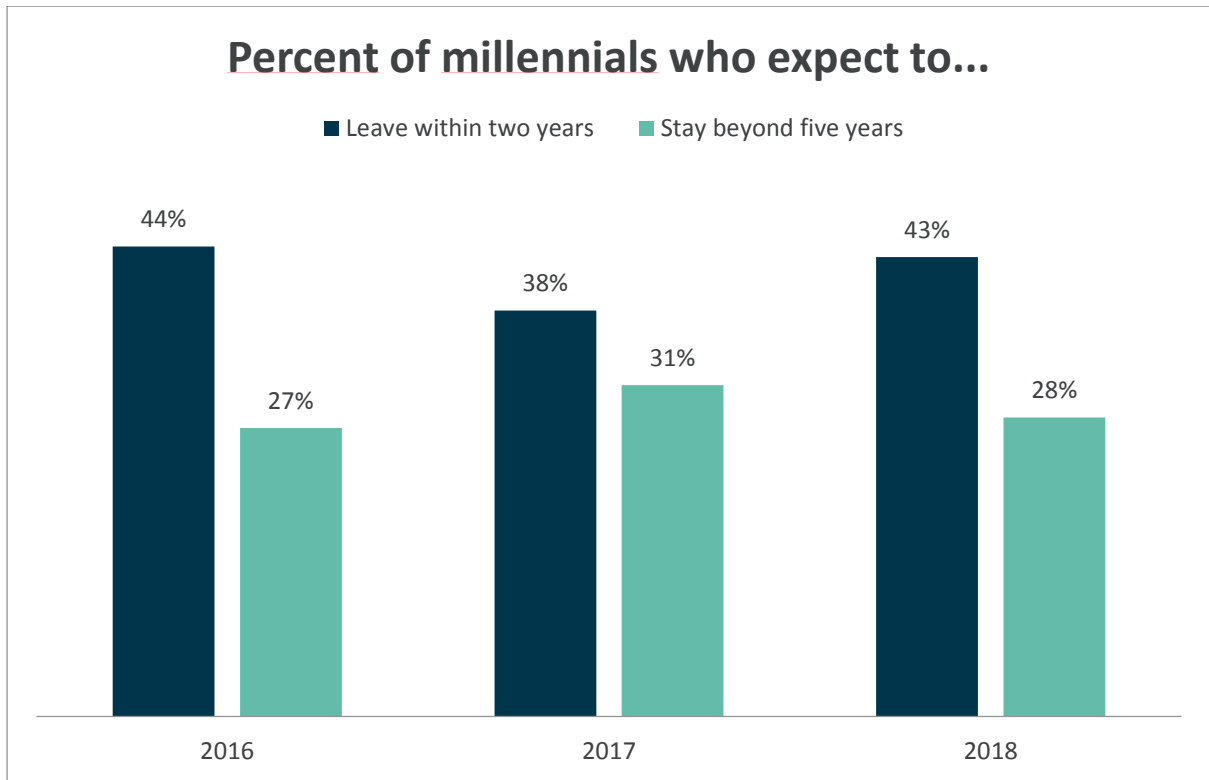**Figure 7: KPMG meeting the millennial (2017)**

# Appendix 5: millennial turnover

**Percent of millennials who expect to...**

■ Leave within two years  ■ Stay beyond five years



| | 2016 | 2017 | 2018 |
|---|---|---|---|
| Leave within two years | 44% | 38% | 43% |
| Stay beyond five years | 27% | 31% | 28% |

**Figure 8: KPMG meeting the millennial (2017)**

# Appendix 6: millennial behavior

## Percent "very important" when choosing to work for an organization

■ Millennials ■ Gen Z



- Financial rewards/benefits: Millennials 63%, Gen Z 51%
- Positive workplace culture: Millennials 52%, Gen Z 57%
- Flexibility (i.e. hours and location): Millennials 50%, Gen Z 44%
- Diversity and inclusion: Millennials 19%, Gen Z 27%
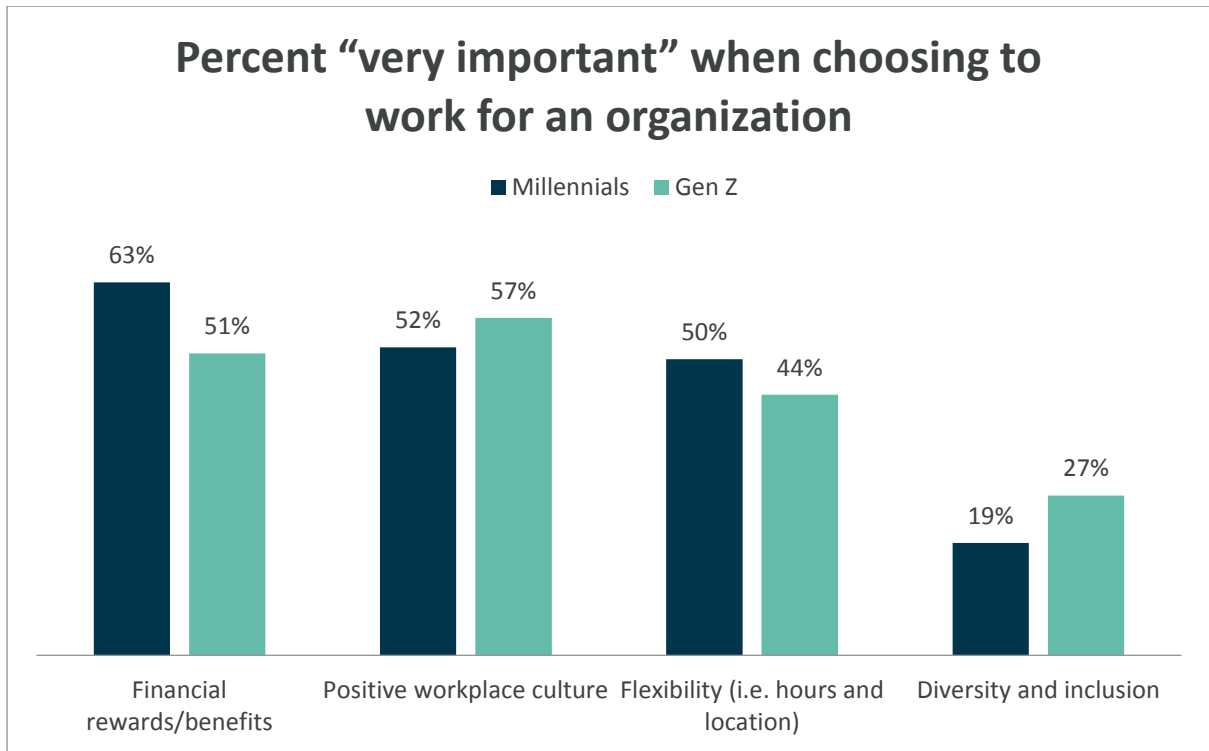
**Figure 9: KPMG meeting the millennial (2017)**

# Appendix 7: millennial diversity impact

**Percent saying they would stay beyond five years**
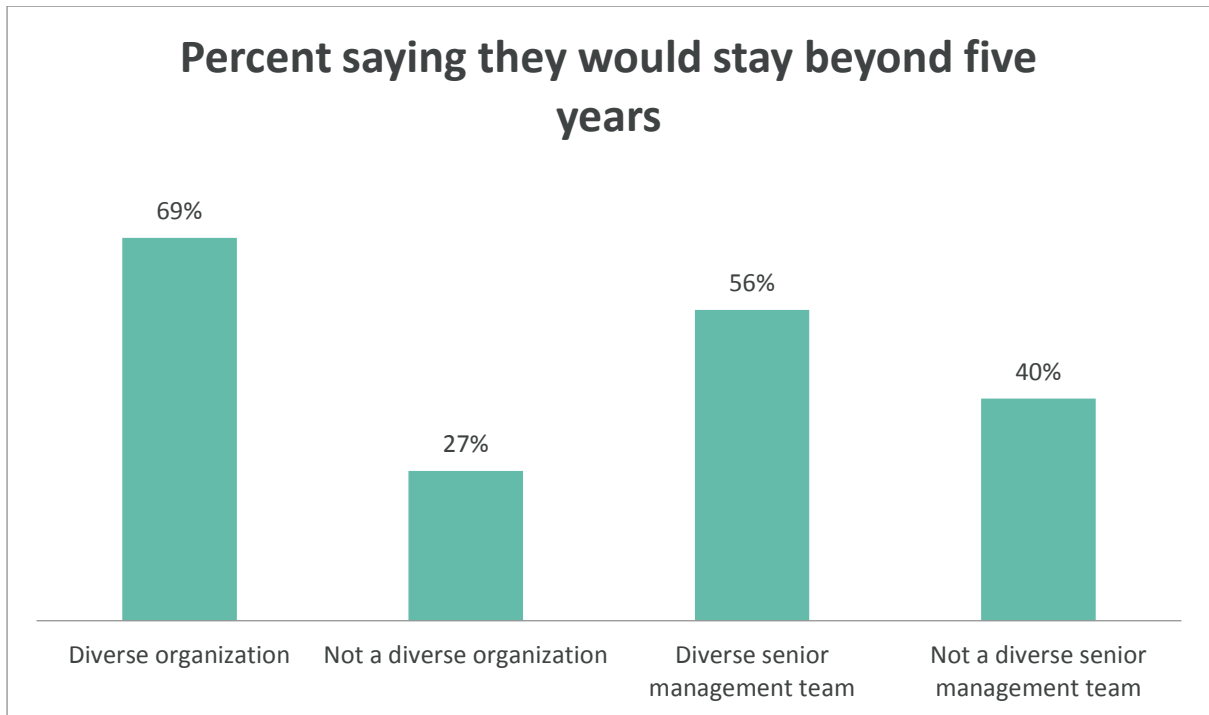


**Figure 10: KPMG meeting the millennial (2017)**

# Appendix 8: millennial flexibility impact



**Percent of millennials who say that..**

■ Expect to leave within 2 years   ■ Expect to stay more than 5 years

| | There is more flexibility - I have more options in terms of where and when I work | There has been no change in flexibility in terms of where and when I work | there is less flexibility - I have fewer options in terms of where and when I work |
| Expect to leave within 2 years | 35% | 33% | 31% |
| Expect to stay more than 5 years | 55% | 27% | 17% |

Figure 11: KPMG meeting the millennial (2017)

# Appendix 9: millennial gig economy impact

## Percent who would consider joining the gig economy instead of full-time employment

■ Millennials ■ Gen Z

| | Already done | Yes, would consider | No, would not consider | Don't know |
|---|---|---|---|---|
| Millennials | 14% | 43% | 38% | 5% |
| Gen Z | 18% | 49% | 27% | 6% |
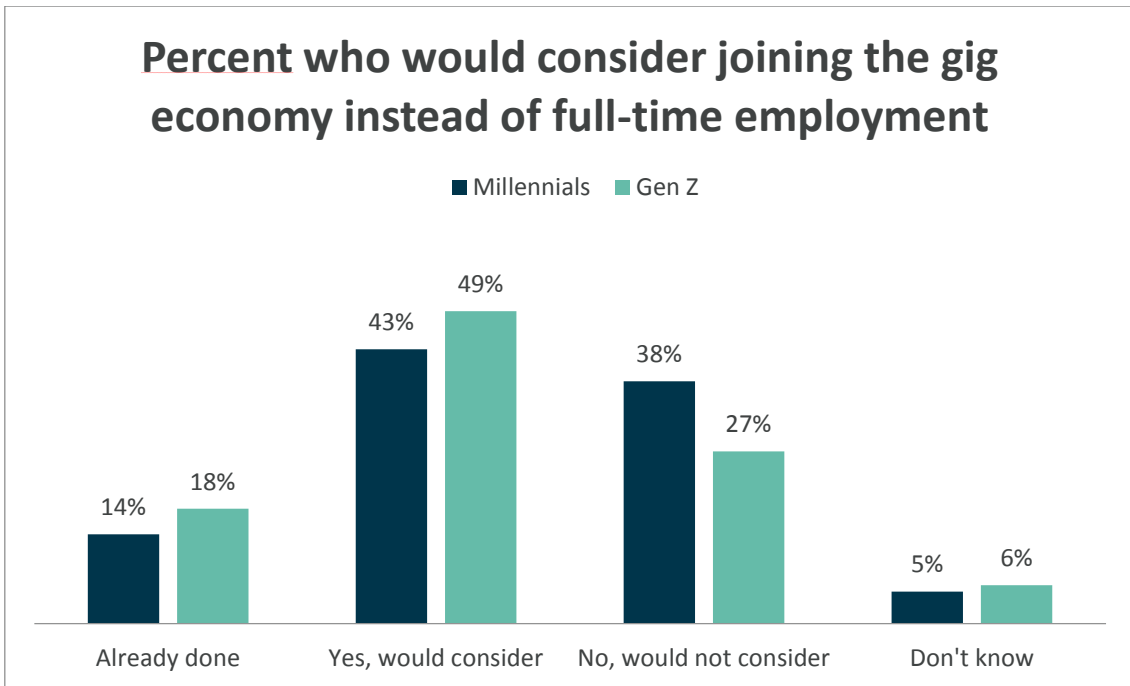
**Figure 12: KPMG meeting the millennial (2017)**

## Percent who would consider joining the gig economy to supplement full-time employment

■ Millennials ■ Gen Z

| | Already done | Yes, would consider | No, would not consider | Don't know |
|---|---|---|---|---|
| Millennials | 14% | 64% | 17% | 4% |
| Gen Z | 15% | 62% | 13% | 9% |
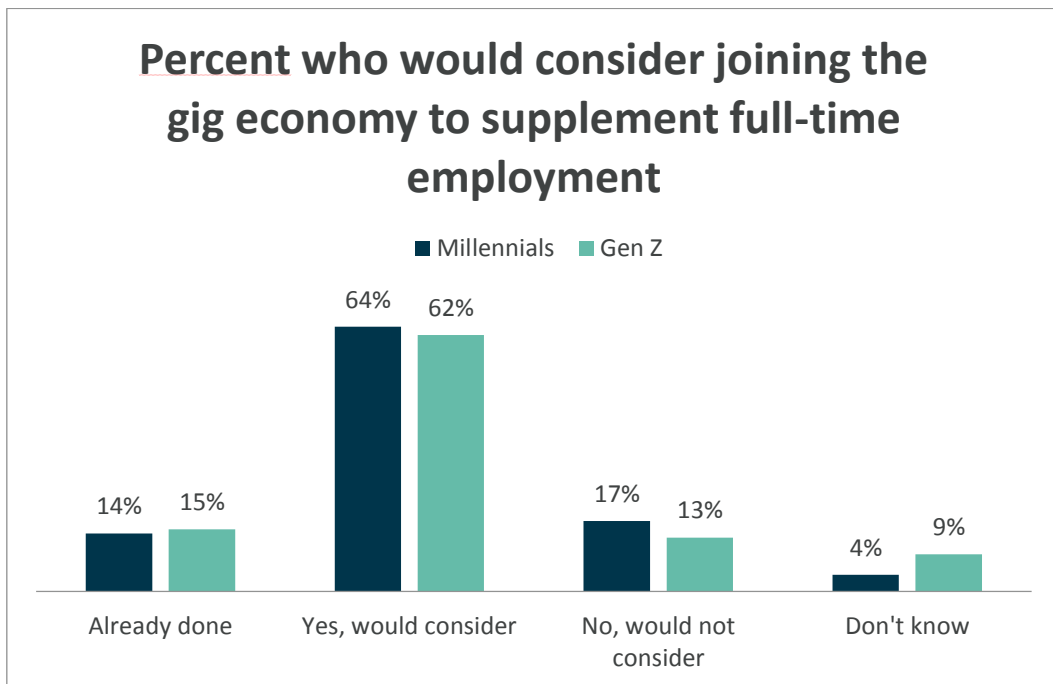
**Figure 13: KPMG meeting the millennial (2017)**

# Appendix 10: 4 C's of onboarding
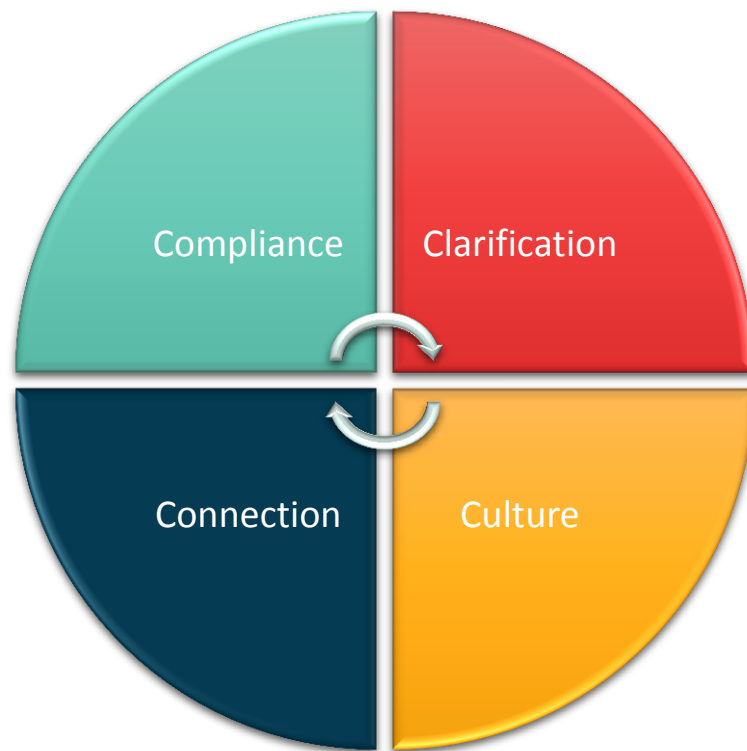


**Figure 14: SHRM onboarding (2017)**

# Appendix 11: Melexis millennial new hires survey

## Melexis provides career paths and challenging job opportunities for me.

62 responses
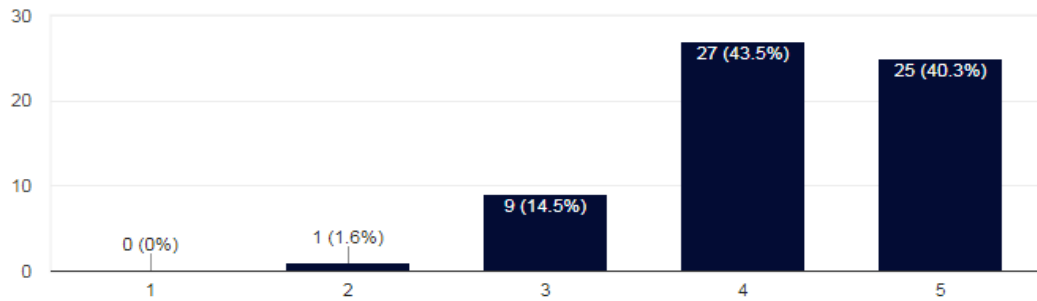


**Figure 15: Melexis millennial new hires survey (2018)**
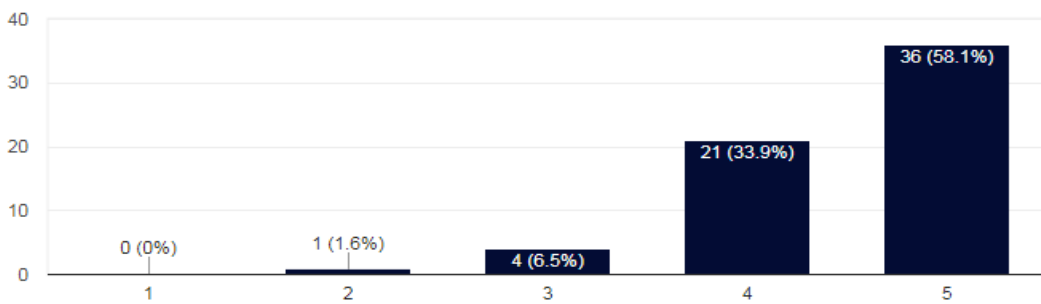
## I have a flexible work schedule.

62 responses



**Figure 16: Melexis millennial new hires survey (2018)**
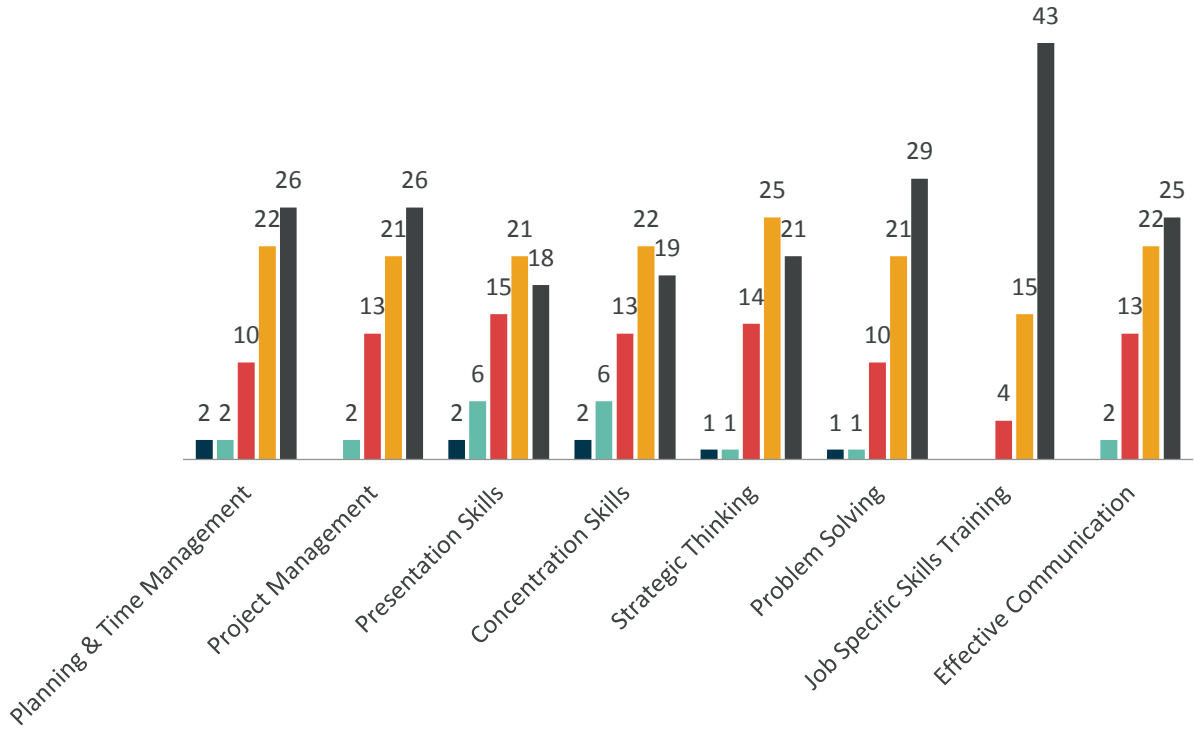
**Figure 17: Melexis millennial new hires survey (2018)**
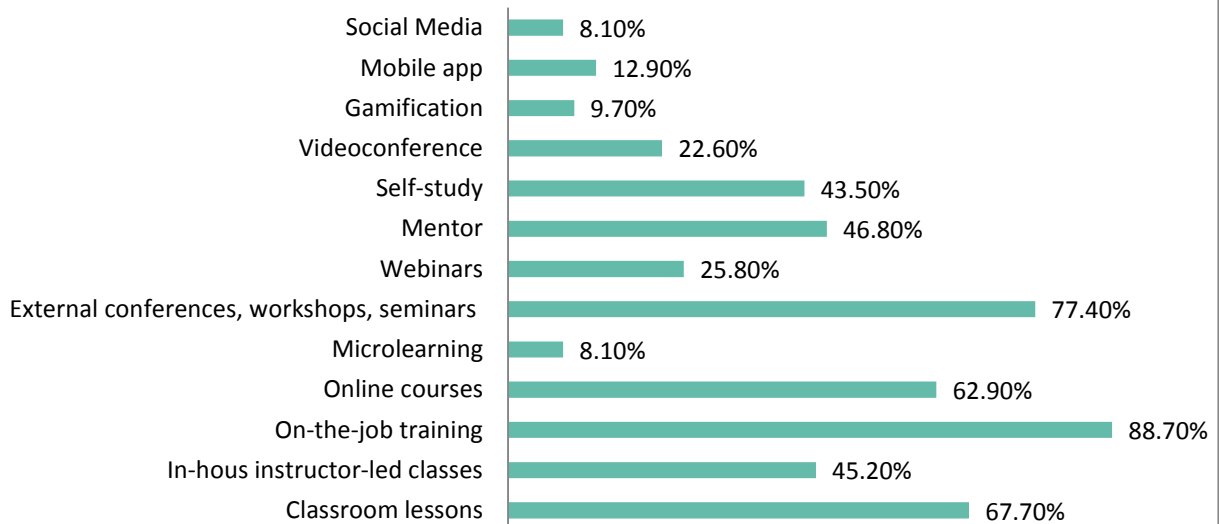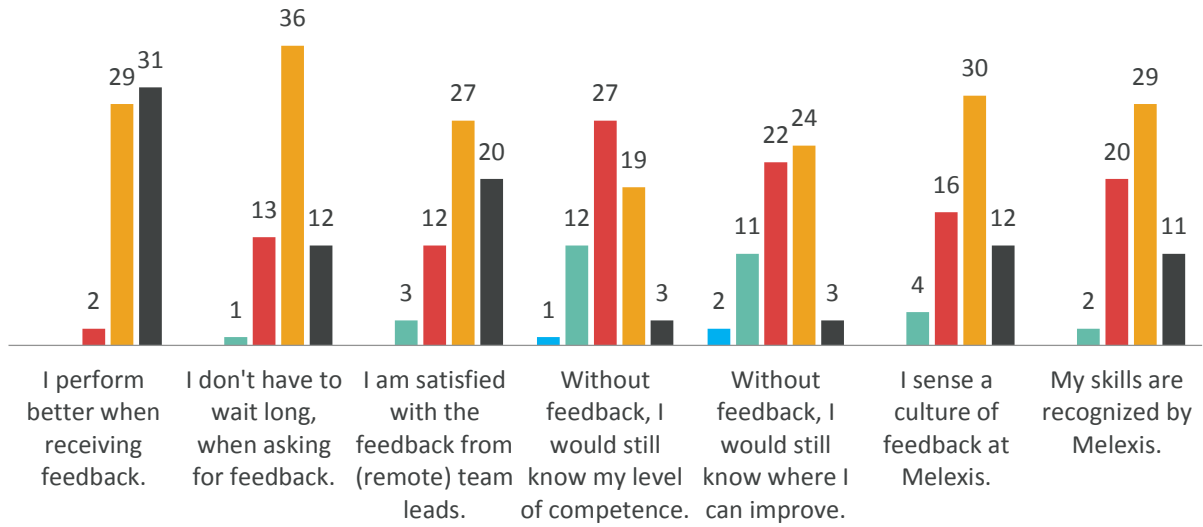


**Figure 18: Melexis millennial new hires survey (2018)**

**Figure 19: Melexis millennial new hires survey (2018)**