UNDERSTANDING & ENGAGING TOMORROW’S LEADERS

Presented by Lindsey Pollak
Millennials overtake Baby Boomers as America’s largest generation
“MILLENIALS”
“I see no hope for the future of our people if they are dependent on the frivolous youth of today.”

- Hesiod, 8th Century B.C.
Generational change is not a problem to solve. It is an opportunity to embrace.
# Generations in the U.S.

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born</th>
<th>U.S. Births</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists/Silent</td>
<td>1928–1945</td>
<td>50 Million</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946–1964</td>
<td>76 Million</td>
</tr>
<tr>
<td>Generation X</td>
<td>1965–1980</td>
<td>55 Million</td>
</tr>
<tr>
<td>Millennials/Generation Y</td>
<td>1981–1997</td>
<td>80 Million</td>
</tr>
<tr>
<td>Generation Z</td>
<td>1998–</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Pew Research Institute, U.S. Census Bureau, Strauss & Howe

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WHY NOW?


In Millions

- Millennials
  - Born: 1981 to 1997
  - Age in 2015: 18 to 34
- Generation X
  - Born: 1965 to 1980
  - Age in 2015: 35 to 50
- Baby Boomers
  - Born: 1946 to 1964
  - Age in 2015: 51 to 69
- Silent Generation
  - Born: 1928 to 1945
  - Age in 2015: 70 to 87
- Greatest Generation
  - Born: Before 1928
  - Age in 2015: 88+

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- Pew Research Center, 2015
empathy

noun

The ability to step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide our actions.
MILLENNIALS

- Came of age 1990s/2000s
- Children of “helicopter” parents, teachers and coaches
- Digital natives/social media pioneers
- Most diverse generation ethnically, culturally, economically
- New family structures
- First global generation
GENERATION Z

- Coming of Age 2010s/2020s
- Second Baby Bust generation
- The “pluralss” – redefining identity
- Post-financial crisis
- Questioning college
- Social media and mobile natives/robot & virtual reality pioneers

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3 KEY GENERATIONAL TRANSITIONS

THEN: COMMAND-AND-CONTROL
NOW: COACHING

THEN: UNIFORMITY
NOW: VARIETY

THEN: NEED-TO-KNOW BASIS
NOW: TRANSPARENCY
THEN: “DO AS YOU ARE TOLD”
NOW: EXPRESS YOURSELF
“WHAT FACTOR MOST INFLUENCED YOUR DECISION TO TAKE YOUR CURRENT JOB?”

• Opportunity for personal development (65%)
• Reputation of the organization (36%)
• Role itself (24%)
• Starting salary/rate of pay (21%)

- PwC Millennials at Work Global Study, 2012
“Which of the following training/development opportunities would you most value from an employer?”

- Working with strong coaches and mentors (28%)
- Changes/rotations of role to gain experience (21%)
- Support for further academic training (19%)
- Formal classroom training (6%)

- PwC Millennials at Work Global Study, 2012

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<table>
<thead>
<tr>
<th>Factor</th>
<th>Top Box %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I worked there (e.g., as an intern) and had a good experience</td>
<td>90.7%</td>
</tr>
<tr>
<td>Someone there met me and I feel some connection</td>
<td>76.0%</td>
</tr>
<tr>
<td>A friend or relative suggests I consider them</td>
<td>72.7%</td>
</tr>
<tr>
<td>A professor or staff member suggests I consider them</td>
<td>63.4%</td>
</tr>
<tr>
<td>They participate in a class and make a positive impression</td>
<td>57.2%</td>
</tr>
<tr>
<td>An alum from my college works there and suggests I consider them</td>
<td>54.9%</td>
</tr>
<tr>
<td>They attend a campus Career Fair</td>
<td>45.6%</td>
</tr>
<tr>
<td>They post a position online with my university Career Services office</td>
<td>41.7%</td>
</tr>
<tr>
<td>They text/email me encouraging me to apply</td>
<td>43.3%</td>
</tr>
<tr>
<td>They post a position online to Monster, CareerBuilder or similar</td>
<td>23.1%</td>
</tr>
</tbody>
</table>
### MILLENNIAL WANTS VS. NEEDS: A SHARED RESPONSIBILITY

When asked about the types of training they want from their employer, Millennials said:

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills</td>
<td>60%</td>
</tr>
<tr>
<td>Technical skills</td>
<td>54%</td>
</tr>
<tr>
<td>Financial skills</td>
<td>47%</td>
</tr>
<tr>
<td>Personal development skills</td>
<td>38%</td>
</tr>
<tr>
<td>Career planning</td>
<td>34%</td>
</tr>
<tr>
<td>Written &amp; oral communications</td>
<td>28%</td>
</tr>
</tbody>
</table>

© The Hartford Millennial Leadership Survey, 2015
THE DARK SIDE OF PERSONAL DEVELOPMENT: THE ZUCK EFFECT
WHAT WORKS: COACHING
WHAT ARE ORGANIZATIONS DOING?

Education Example: More intensive, customized advising services
Takeaway: One-on-one services are in higher demand than ever. How can you provide more?

Workplace Example: Including junior employees in key meetings, “Come sit and my office…”
Takeaway: Apprenticeship works. Can you provide more opportunities for students to observe professionals?

Workplace Example: Celebrating Gen Xers and Baby Boomers for supporting the next generations
Takeaway: Can you include and discuss all generations in your classroom?
BE THE CHANGE: CREATE MICRO-MENTORING MOMENTS
VARIETY

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THEN: UNIFORMITY
NOW: EVERYTHING CAN BE CUSTOMIZED
AMAZON EXPECTATIONS

- Unlimited variety
- User reviews
- Recommendation engine
- Fast delivery
- Mobile
- New options daily
THE DARK SIDE OF VARIETY: TYRANNY OF CHOICE
WHAT WORKS:
VARIETY
WHAT ARE ORGANIZATIONS DOING?

Education Example: More multi-disciplinary and design-your-own majors and programs  
**Takeaway:** Provide options and opportunities for customization – but also provide guardrails and boundaries.

Workplace Example: Offering student loan repayment as an employee benefit option  
**Takeaway:** Ask each generation what they want and need. Do not make assumptions based on your own preferences.

Leadership Example: “Put an app on my phone”  
**Takeaway:** Expand empathy by asking people of different perspectives to share a recommended resource – a blog, Twitter feed, podcast, app, etc.

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BE THE CHANGE:
WHERE CAN YOU ADD A LITTLE MORE VARIETY?
THEN: THE VOICE OF AUTHORITY
NOW: UNLIMITED TWO-WAY PLATFORMS
ACCESS TO LEADERSHIP

Hey, everyone: I'll be taking your questions online today. Ask yours here:
OFA.BO/gBof44 -bo

3,866 RETWEETS 533 FAVORITES

3:08 PM - 29 Aug 12 - Embed this Tweet

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THE IMPORTANCE OF PURPOSE

What do you do at KPMG?

I STOP CYBER CRIME.

During a widespread cyber attack, KPMG collaborated with our client to develop innovative ways to protect critical systems, making the digital world safer.

KPMG. You’re here for a purpose.

What do you do at KPMG?

I KEEP JOBS IN THE USA.

KPMG helps companies obtain federal tax credits available to them for keeping research and development jobs in America, which enables additional R&D funding that creates even more jobs.

KPMG. You’re here for a purpose.

Inspire confidence. Empower change.

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THE DARK SIDE OF TRANSPARENCY:
“BIG BROTHER IS WATCHING YOU”
BE THE CHANGE:
SHARE YOUR STORY
WHAT ARE ORGANIZATIONS DOING?

Education Example: Net tuition pricing calculators and more detailed career outcomes reporting

**Takeaway:** What gets measured gets improved. (And Millennials especially trust data.)

Leadership Example: Transparent assignment design – being explicit about purpose, assignment tasks and criteria for success

**Takeaway:** We don’t know what we don’t know. Be explicit and always explain the WHY.

Workplace Example: Town Halls and Ask-Me-Anything Sessions

**Takeaway:** Young people trust leaders who are forthright and available. (And leaders benefit from the increased interaction, too.)
THANK YOU

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For a list of the resources mentioned today...

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