



Integrating millennials into the workplace

Intergenerational
employment mode

Gatineau Valley SADC
Wednesday, February 27, 2019

DIFFERENCE

COMPLEMENTARITY

MOTIVATIONS-
EXPECTATIONS

SHARED RESPONSIBILITY





Communication strategist, trainer and talent recruiter (for the past 38 years)



Entrepreneurship, education and health



Leadership - Communication – Behaviour Management (knowing how to be)

Collaboration strategies + Recruiting strategies + integration-retention



Réseau des SADC et CAE + RDÉE Canada + ACEE du Québec + ACEECF

Association of Colleges and Universities of the Canadian Francophonie



Millennial in spirit in a baby boomer's body



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ON TAP

1. RETRO-POP

- From yesterday to today
- Characteristics of millennials at work: behaviours, motivations, expectations of managers

2. TOOLS + EXERCISES

- The “home field”: mission, vision, values, rules of operation, roles, stated expectations, etc.
- The “employment mode”: what to expect...from both sides.
- The ReGain™ approach: management of human behaviours

3. A FEW PREDICTORS OF SUCCESS (Synthesis)

4. Q & A : At your service!





FROM YESTERDAY TO
TODAY



1900 – 1924

The generation of
traditionalists - builders

95 – 119 years

1925 – 1945

The silent generation
(traditionalists also)

74 – 94 years

1946 – 1964

The *baby-boomers*

55 – 73 years

1965 – 1979

Generation X

40 – 54 years

1980 – 2000

WHY

Generation **Y** – the
Millennials

19 – 39 years

2001 – 2010

Generation Z

9 – 18 years

2011 – xxx

The Alpha Generation

Up to 8 years



FREEDOM – VALUES – COLLABORATION – RESULTS



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MOTIVATIONS

- **AUTONOMY – FREEDOM** : flexibility, flextime, looser dress code, teleworking.
- **VALUES and CAUSE** : need to believe in the project/product.
- **CONTRIBUTION**: want to be useful and make a difference.
- **RESULTS**: the end result, not the process, is what interests them.
- **FEEDBACK** : on a regular basis – they need to know why
- **PARTICIPATIVE MANAGEMENT** : business culture centered on collaboration, the group collectively, teamwork.
- **DIVERSITY** : interest in multiculturalism
- **SPACE – TIME** = short term, the here and now!

EXPECTATIONS OF MANAGERS

- Boss = Coach
- Inspire rather than impose.
- Provide constructive feedback regularly and spell out what is expected of them.
- Listen to their ideas and trust them.
- Give responsibilities gradually; offer opportunities for advancement and new challenges (ambitious).
- Display flexibility and openness
- Be consistent and walk the talk!

HOW IS THIS
ACCOMPLISHED?



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ATTITUDE - APTITUDES - ALTITUDE



*It's easier to do really big things when
we feel BIG!*



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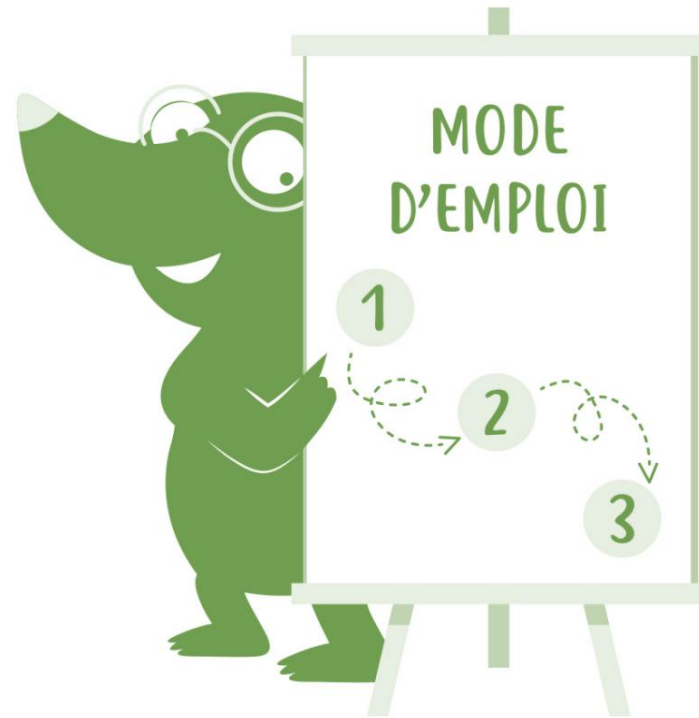
YOUR HOME FIELD

Exercise: 3-4 minutes individually + 10 minutes in sub-groups

What do things look like on your field?

- Mission
 - Vision : how does the future look? Opportunities for advancement?
 - Values : my values vs. yours?
 - Roles and expectations
 - Operation: flexible schedules? Team? Room for novelty?
- Incorporate the “shared responsibility” concept.

HOW IS THIS
ACCOMPLISHED?



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NOW FOR DIALOGUE!

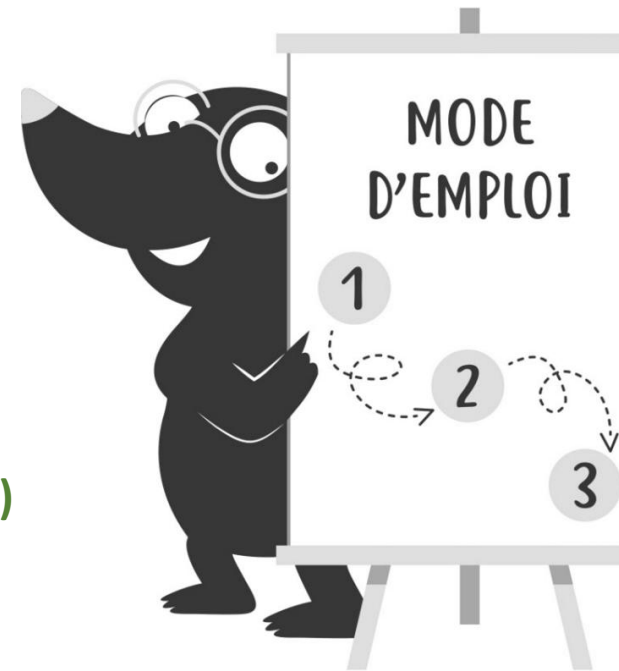
My style of leadership (3-4 key words)

My 3 basic values and observable behaviours:

I am trusting and delegate readily if: (what are your conditions?)

I'm open to change if: (what are your conditions?)

I appreciate feedback that addresses:



**SHARED
RESPONSIBILITY**

PRACTICAL EXERCISE

10 minutes


WHAT IS YOUR EMPLOYMENT MODE?

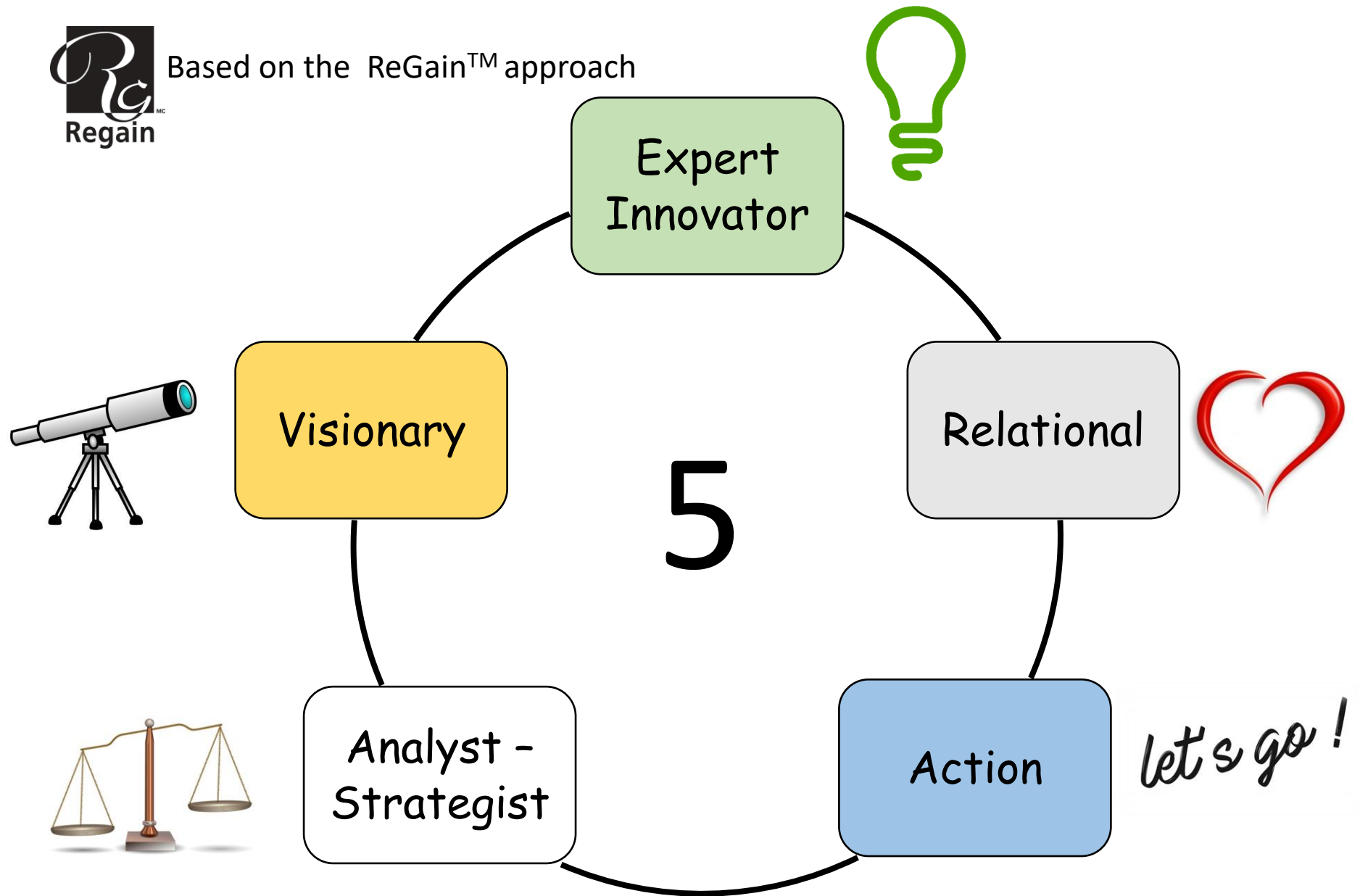
Are there any other questions
you'd add to the ones that have
been proposed?



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ReGain™

- 
- ✓ Management of human behaviours
 - ✓ Understanding of motivations and expectations
 - ✓ Reactive vs. proactive behaviours (shared responsibility)
 - ✓ Change management
 - ✓ Collaboration and a high-performing team





THE ART OF CONSTRUCTIVE FEEDBACK

- ☐ Establish linkages between motivations and stated expectations (on both sides)
- ☐ Inspire!
- ☐ Support – Foster growth

It is easier to do really big things when we feel big.

QUESTIONS

Work in sub-groups

INTEGRATION – Motivations and expectations

What action are you willing to take to facilitate the integration of new employees – millennials?

- Individual action + collective action



POWER TO ATTRACT AND RETAIN

What is your company's or organization's *cool factor*? In the region?

What makes you attractive?



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PREDICTORS OF SUCCESS

- Be willing to **reinvent oneself** and to do things differently.
- Clearly define the “home field” parameters: mission, vision, values, roles – their contribution, working environment
- Tell things as they are: **stated expectations** and regular **feedback**, constructive feedback.
- Promote a **collaborative** business culture.
- Use their technological expertise (innovation, creativity)
- Welcome **complementarity** while respecting differences.
- Demonstrate **flexibility**: work schedules, dress code and also in ways of doing things.
- Show **confidence**!





ATTITUDE – APTITUDES - ALTITUDE

- ✓ Strategic communication and human issues
- ✓ Collaboration strategies
- ✓ Talent management
- ✓ The ideas box...and the solutions box!
- ✓ Individual coaching and shared development (groups)