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Leadership/Career Growth
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How Do I Work with These Millennials? Attracting and Retaining the Next Generation

Presented by:

Nikki Henry

Ladies Leading Ladies

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Nikki Henry

Nikki Henry is a leader in her community, recognized for her effective leadership and supportive managerial style. Nikki has helped teams grow from just a few staff to over 55 full-time staff, budgets from a couple hundred thousand to the multi-millions, and has always brought her teams to success oftentimes at double the rate of the industry standard. She credits her successes to being an open and accessible leader, who works intentionally to have the right people in the right roles on her teams. Nikki has a Bachelor's in Psychology and Master's in Public Administration. Just last year Nikki launched her own business, Ladies Leading Ladies, providing leadership and management development for businesses across the country.

How Do I Work With These Millennials?

Attracting & Retaining the Next Generation

May 1st, 2019
Nikki Henry, MPA



What are
your
struggles in
attracting
and working
with
Millennials?





Key Takeaways:

01

Understanding the Generation

Learn the values of this generation and how to use them to your company's advantage.

02

Finding Millennials

Where to find talented millennials and how to keep them from following the next shiny thing.

03

Engaging and Retaining Millennials

Using the proven, supportive engagement techniques to keep and support your top talent.

The Changing Landscape of our Workplaces



Heather Boushey argues in her book *Finding Time* that the American Workplace used to have a subsidized silent partner – the American Wife. This silent partner allowed paid employees to work within the confines of the traditional 8am-5pm.

Attractive Benefits

01

Schedules & Flexibility

- Remote work days
- Flexible schedules
- Alternative work schedules
- Time off for volunteering

02

Employee Investment

- Time off for furthering education
- Stipends for higher education and certifications
- Conferences and trainings
- Leadership development and promoting from within

03

Mission & Culture

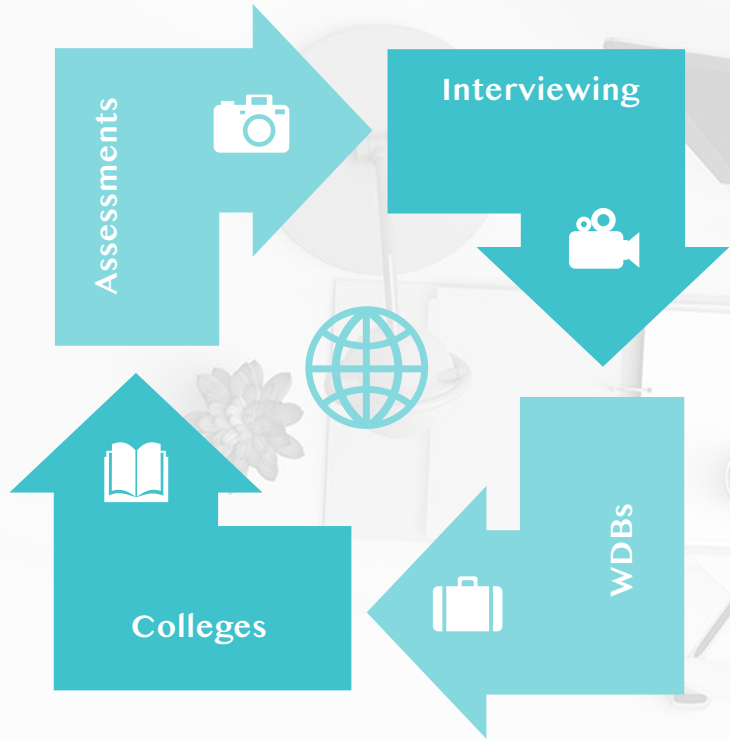
- Staff appreciation and team-building
- One-on-one meetings
- Stay Interviews
- Fun committees

04

Traditional Salary & Benefits

- Living wages
- Retirement matching, paid time off, medical/dental/vision, child care stipends, flexible spending

How Do I Find the Right Millennials?



Whether you need someone with a degree or not, don't count out your education partners

Most of these institutions are dying to get their students placed in great jobs and have dedicated staff to help you find the right candidates. Work with Universities, Community Colleges, and Vocational Schools AND Workforce Development Boards.

Interviewing well is the key!

Use open-ended questions and always ask for specific examples. Listen to your red flags and create simple, timed assessments for key skills. Don't give away your answers and keep your expectations high.



Being a Supportive Leader

And why that will improve your bottom line

The Data Behind Supportive Leadership

From Gallup

01

The Changing Landscape of our Workplace

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03

Employees Expect Work to be More than a Paycheck

Millennials and Gen Z are passion and purpose-drive generations and also desire connection in their workplaces. Employees are twice as likely to be engaged when they have a best friend at work.

02

Employee Engagement

The most recent Gallup survey shows that only 34% of American workers are engaged at work. Companies in the top quartile of engagement see substantially better customer engagement, higher productivity, better retention, fewer accidents and 21% more profitability.

04

1 in 2 Employees Have Left a Job to Get Away from a Manager

Gallup research shows that only 1 in 10 managers actually possess the combination of skills to be a great leader – mostly due to the fact that managers are hired based on past performance in a non-management position.

FIRST, BREAK ALL THE RULES

WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY

BASED ON IN-DEPTH INTERVIEWS BY THE GALLUP
ORGANIZATION OF OVER 80,000 MANAGERS IN
OVER 400 COMPANIES—THE LARGEST STUDY
OF ITS KIND EVER UNDERTAKEN

MARCUS BUCKINGHAM
& CURT COFFMAN

Engaging and Retaining Your Employees: The 12 Questions

1. Do I know what is expected of me at work?
2. Do I have the right equipment and material I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last 7 days, have I received recognition or praise for good work?
5. Does my supervisor or someone at work seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my work is important?
9. Are my coworkers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last 6 months, have I talked to someone about my progress?
12. This last year, have I had opportunities at work to grow and learn?



Growing Your Relationships with Your Team(s)

And running meetings that actually MATTER

One-on-One Meetings



Listen to the 4-Part Series on the LeadX Leadership Show with Kevin Cruze

<https://leadx.org/leadership-podcast/>

The 1-on-1 Basics



[Episode #216](#)

- Set for 25 minutes, once per week
- Set with each of your direct reports
- Primarily listening
- Drives alignment & engagement

The Who, When, and Where



[Episode #221](#)

- Who: DIRECT reports
- When: Weekly at the same time – recurring appt. on calendar
- Where: Privately

The Perfect Agenda



[Episode #226](#)

- How was your weekend?
- What's on your mind?
- What's your most important task this week?
- How can I help?
- Okay, here's what I've got for you.

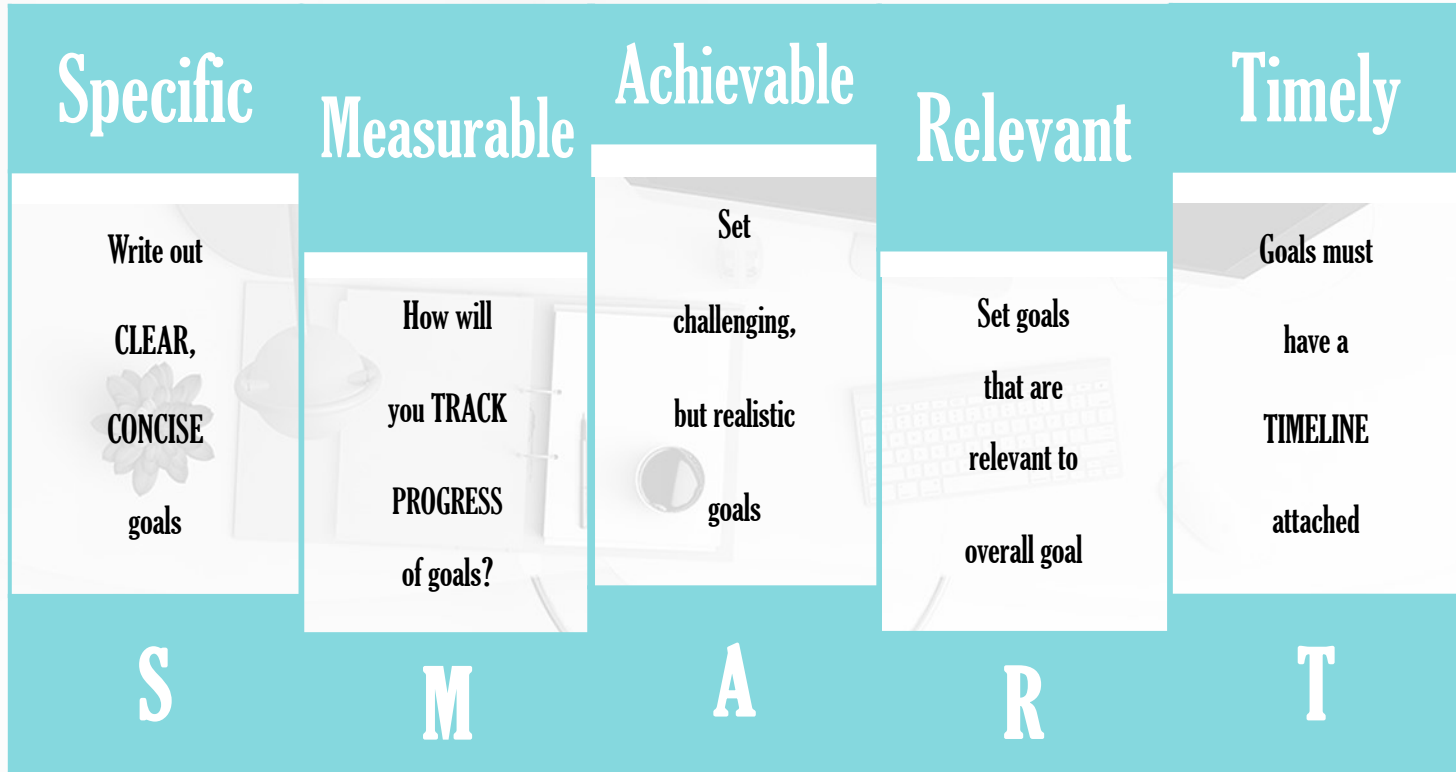
Questions & Objections



[Episode #231](#)

- “We don't have time for more meetings”
- “This seems like micromanagement”
- “Why do you start with a personal question?”
- “But we're already doing weekly group meetings.”

Setting SMART Goals



How to Improve Your Relationships with Your Staff

Don't Hold Meetings that Could Have Been An Email

Meetings should be a time to come together to brainstorm and tap the strengths of each person in the room – not just updates or assigning work.



Encourage Friendships at Work

Create a “fun” committee and don't scold when coworkers are chatting



Invest in Your Leaders

Studies show that at least 45% of leaders have had no formal leadership training AT ALL.



Understand Intersectionality

Each of your team members have layers to their identities – get to know them!



Conduct Stay Interviews

Why wait to gain all of that important information in an exit interview?



Ask About Your Staff's Lives Outside of the Office

Your team is made up of HUMANS – treat them as such!



Other Engagement Techniques

Don't let the squeaky wheel get all the grease

You should be spending the most time on your BEST employees, not your worst

01

Push your people, with support

Ask for help from folks you want to develop and provide them encouragement that you picked them for a reason

02

Talk about progress and pay OFTEN

Don't make the people you want to retain wonder when they are going to receive feedback or be considered for a raise.

03

Regularly bring your team back to the WHY

People want a purpose in their work, and customers keep coming to you because of your why

04



Any Questions?

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: Ladies Leading
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