

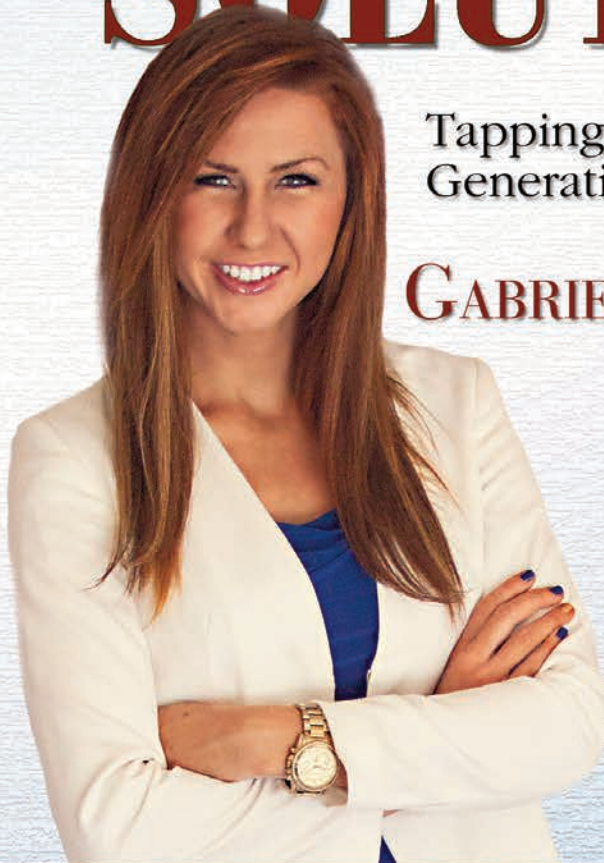


Nightingale
Conant

THE MILLENNIAL SOLUTION

Tapping the Next
Generation of Talent

GABRIELLE BOSCHÉ



WORKBOOK

Important

To begin—Please save this workbook to your desktop or in another location.

How to Use This Workbook

How can you get the most out of this workbook? Research has shown that the more ways you interact with learning material, the deeper your learning will be. Nightingale-Conant has created a cutting edge learning system that involves listening to the audio, reading the ideas in the workbook, and writing your ideas and thoughts down. In fact, this workbook is designed so that you can fill in your answers right inside this document, or take a sheet of paper and do the exercises at your desk. By the end, you'll have your own personal success system.

For each session, we recommend the following:

- Preview the section of the workbook that corresponds with the audio session, paying particular attention to the exercises.
- Listen to the audio session at least once.
- Complete the exercises right in this workbook.

Don't just listen to this program — devour it! Strategies don't work unless you use them.

Let's get started!

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module One: What Is a Millennial?

Millennials are a completely distinct generation. Attempts have been made to define and contain them, but these individuals continue to break stereotypes and reinvent what it means to “come of age.” The most defining factor of a generation is often due to specific cultural and political influences. The Millennial generation — like all generations — has been created as a result of the world its members were born into. In this session, you learn who this generation is by peeking into why they think, act, and work the way they do.

Questions to consider:

- How do I relate to Millennials in my life?
- What about Millennials do I just not understand?
- How will Millennials change my industry?

A Millennial is someone born between 1981 and 2000 (U.S. Census Bureau).

Millennials today are between _____ (current ages).

Millennials are also called:

- ✓ Generation Y
- ✓ EchoBoomers
- ✓ iGeneration
- ✓ Generation Me

Characteristics that define the generation I was raised in (list three):

Type in your answer in the space provided below.

Characteristics that define the Millennial generation (list three):

Type in your answer in the space provided below.

What do you think is the biggest “gap” between your generation and that of the Millennials?

Type in your answer in the space provided below.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

How have you seen the Baby Boomer style of parenting impact Millennials?
Type in your answer in the space provided below.

Generational Overview:

Traditionalists	1925-1945	Patriotic, Loyal, Respectful
Baby Boomers	1946-1964	Competitive, Process-Oriented, Career-Driven
Generation X	1965-1980	Entrepreneurial, Independent, Individualistic
Millennials	1981-2000	Mission-Driven, Collaborative, Diverse

What do you believe the impact will be of the Millennial generation's diversity? (Consider business, government, and religion) Type in your answer in the space provided below.

Millennials are a global generation. They share characteristics across countries and continents because of their technological connectedness. If you work with Millennials from other countries, identify how they relate to their work in the same way as or differently from American Millennials.

Millennials are the most educated generation in American history.
Identify two life decisions Millennials are delaying because of student debt:
Type in your answer in the space provided below.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

“Twenty-six is the new 18 when it comes to Millennials entering adulthood.”

Key Point: Millennials that move home with their parents are making a financial choice, not a personal one.

Implications of Millennials not maturing as quickly as other generations (fill in examples):

Societally:

Politically:

Spiritually:

Economically:

Key Point: When Millennials disrupt something, it does not mean they are being disrespectful. They are curious and want to be involved in the process.

The Millennials are coming! How ready are you for the new generational shift?

If you replaced 35% of your workforce with Millennials, how would your company's processes change?

Would your customers change? If so, how?

How accessible is your company's website when viewed on a smartphone or tablet?

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Does the technology provided to your employees always make doing their job easier, or is it a source of frustration?

What does a flexible work environment mean in your industry?

Three reasons Millennials change jobs (consider how you have seen this in your organization):

1. Millennials want to try multiple things... usually at the same time.
2. Millennials have a different idea about work.
3. Millennials have a different view of commitment.

Disruption is a good thing — according to Millennials. This is why Millennials love disruption:

Every generation is different from the generations surrounding it. According to Gabrielle Bosché, Millennials are distinct in three key areas:

When leading Millennials, start with the “why”

Lost in translation. These words mean something different for Millennials. Write out what Millennials hear when you say these key phrases.

Word	Millennial Definition	Your Definition
Work		
Fulfillment		
Experience		
Qualified		
Mentoring		

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Here are the five things that you can take away from this session on Millennial influencers:

1. Millennials love to disrupt the status quo, but it should not be misinterpreted as disrespect. Create Millennial task forces to break down unnecessary infrastructure and build better systems.
2. When asking Millennials to work on something, start with the “why” before explaining to them the how or the what. This helps them stay engaged with the project because they feel personally involved.
3. The worst thing that you can say to a Millennial is “Wait your turn.” Help this ambitious and eager generation understand the importance of process.
4. Determine how Millennial-friendly your organization is by asking, “If I were a Millennial, what would I complain most about at my job?”
5. Technology has been the primary influencer that has shaped how Millennials think, act, and learn. Consider how you can use the Millennial addiction to technology to save your organization time and money.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module Two: Are Millennials Really That Entitled?

Entitlement is the most common word associated with the Millennial generation. For better or worse, this generation is known for its high level of confidence and specific expectations. Most individuals in the Millennial generation would not classify themselves as entitled; however, they do recognize their generation can come across as overly deserving. In this session, we discuss the facts and the fiction about this popular myth and discover how to use the engine of entitlement to your advantage!

Questions to consider:

- What conclusions do I subconsciously make about this generation?
- What stereotypes would this generation most likely associate me with?
- What has most influenced the Millennial perspective on work, life, and community?

“Seventy-seven percent of managers note different work expectations as leading to tension. This isn’t just a Millennial problem. It’s a human one!”

What is the definition of “entitlement”?:

What are three reasons an individual may feel entitled:

Millennials are the first generation to use technology since infancy. How have you seen this impact how they expect the world to operate?

How can you use this to teach them more effectively?

Key Point: Entitlement is in the eyes of the beholder.

Cultural influences of Millennial entitled behavior:

1. Baby Boomer parenting
2. Self-esteem revolution
3. Support structures at home and at work

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

“This generation was raised to believe they could do anything and be anything. Now as adults, they are expecting to do anything and be anything... can we blame them?”

Challenge question: How can you incorporate the Millennial need for interactive information into your current conversations?

Millennials have earned the reputation for being entitled. Write next to each of the six reasons how this can be an advantage in your organization or community. The first is done for you.

1. They have high degrees of confidence.

Benefit: *They become invested in projects because they believe their contribution will make a difference.*

2. They are boldly ambitious.

Benefit: _____

3. They challenge the status quo.

Benefit: _____

4. They don't know how to fail.

Benefit: _____

5. They have high expectations.

Benefit: _____

6. They are eternal optimists.

Benefit: _____

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Each of us, no matter our age, desires recognition. Write out three individuals who deserve to be recognized in your life. Then write a specific action and time frame for execution.

Person: _____

I will do this to honor him or her: _____

I will do this by (enter date and time): _____

Person: _____

I will do this to honor him or her: _____

I will do this by (enter date and time): _____

Person: _____

I will do this to honor him or her: _____

I will do this by (enter date and time): _____

Question to consider: Parents of Millennials believe their children will make less than they do. However, Millennials believe they will make enough money to be “successful.” What impact will this have on our society and our families?

Top Millennial places to work (according to 2015 National Society of High School Scholars study).

- | | |
|---|-------------------------|
| • Google | • Amazon |
| • Walt Disney Company | • Sony |
| • St. Jude Children’s Research Hospital | • DreamWorks |
| • Apple | • Mayo Clinic |
| • FBI | • Abercrombie & Fitch |
| • Local hospital | • The New York Times |
| • Microsoft | • Starbucks |
| • CIA | • U.S. State Department |
| • Health Care Service Corp. | • NSA |
| • Children’s Healthcare of Atlanta | • Hershey’s |

Did this surprise you? Which company were you most shocked by?

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

What three characteristics are most common amongst these companies?

Which characteristics can your organization most readily replicate?

Three reasons to not judge Millennial entitlement:

1. They don't know anything different.
2. Their intentions are good. Millennials really do mean well.
3. Calling Millennials entitled only distances the generations more.

Example: You are working in a group and a Millennial begins to act entitled. He or she is expecting more responsibility than deserved, wanting to be the head of the group, or asking for a raise. What actions should you take to determine if entitlement is a character flaw or a situational misunderstanding?

Here are the five things that you can take away from this session on entitlement:

1. Most often, Millennials who are acting entitled don't even know they are doing it. Lead with grace a generation that may not realize how their actions are being interpreted.
2. Millennials were raised to believe they can do anything they want and be anything they want. This has given them high levels of confidence, which you can use to your advantage.
3. Consider asking new and young employees to provide constructive feedback on how your organization can improve.
4. Millennials crave transparency and fairness in organizational leadership. Share stories of hard work and dedication, not overnight success, with a generation that expects success.
5. Millennials are the trophy generation. This translates to creating a culture of recognition that celebrates each member on the team.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module Three: Communicating with the “Text Me” Generation

Speaking to Millennials can feel like learning a foreign language. Rather than relate to this generation as children, discover ways to bridge the gap and have adult conversations. Take the first step to understanding how they best communicate, and help them learn effective techniques for speaking with those of your generation as well! In this session we break down why Millennials use technology as they do. Plus we discuss how to cut through the technology clutter and have authentic conversations.

Questions to consider:

- Do I view technology as a hindrance or a tool to communicating?
- Do I take responsibility over what I say so that what is said is understood?
- How comfortable am I learning a new skill or trade that will benefit me, even if it is difficult at first?

Key Point: It’s nothing new. Children have always been misunderstood as they come of age. What is different is how members of this generation relate to each other and to members of other generations.

Millennials are also known as Digital _____. If you had the same technology available as a child, how would it have changed your worldview?

When Millennials use technology, it can appear less productive and more disrespectful than what an older individual does. How can you help Millennials in your life use wisdom when using technology at home and work?

Reflection question: When was the last time you evaluated your technology usage and determined how you could improve it to better your life or work?

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

If you are leading an organization, here are some questions to consider:

- Are you taking active steps to harness the staggering power of technology?
- Are you budgeting for innovation?
- Are you asking questions and exploring ways to disrupt “business as usual” through new technology?

What are the four things that Millennials expect from communication?

Millennials believe in the power of multitasking. For them, being productive must mean doing multiple things at once. Stop here and consider how you have fallen victim to this mentality. How can you help a Millennial in your life be more productive by managing his or her time more efficiently?

“Millennials prefer texting for three reasons: It is immediate, it is personal, and it is direct.”

Rate yourself on a scale of 1 to 5, where 1 is not effective and 5 is very effective.

How well are you understood by Millennials?

When speaking with family members? _____

When talking to them at work? _____

When reaching them as customers? _____

Challenge: What would your elevator pitch be to a Millennial?

Topics to avoid when talking with Millennials:

1. Don't call them “kiddo” or “junior.” It not only make them feel young, it also makes you look old.
2. Don't try to use hip terms you wouldn't normally use. Don't get caught up on using trendy terms and catch phrases. Focus on being a more effective communicator overall.
3. Don't ask them how many siblings they have. Have adult conversations with them about topics that matter, rather than reverting to elementary discussion points.
4. Try to not live in the past. Be careful not to relate to young people only by talking about “when I was your age.” Relate to them where they are now, rather than making it about you and your experience.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Each generation has its preferred form of communication. Identify your preferred form of communication here, including most effective time of day:

The best principles for communicating with Millennials. Give yourself a grade and explain why you deserve that particular grade.

Principle:

How well you are currently doing:

Be yourself	
Be open to learning something new	
Be intentional and be consistent	

I will make a commitment to do this one thing differently when communicating with Millennials:

How to ensure Millennials hear you:

1. Use language that puts brackets around what you are saying.
2. Use stories.
3. Ask for their perspective on whatever topic you are discussing.
4. Ask them to repeat back to you what you said to ensure that what you said was understood.

Exercise: Think of the last time you talked to a Millennial. Maybe it was your employee. Maybe it was your child. Maybe it was someone taking your order at a restaurant. With the information that you have now, how would you engage with that person differently?

Would you be more patient? Would you ask more questions? How would he or she think of you differently if you changed your tone and way of communication?

Write it out here:

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

SAMPLE SOCIAL MEDIA POLICY

Be smart. Be respectful. Be an ambassador.

We live in a digital world. At our company, we believe in open communication, and you are encouraged to tell the world about your work and share your passion. Whether you do so by participating in a blog, wiki, online social network, or any other forms of online publishing or discussion is completely up to you. However, please remember your reputation online impacts your reputation at work.

Guidelines for functioning in an electronic world are the same as the values, ethics, and confidentiality policies employees are expected to live every day, whether you're tweeting, talking with customers, or chatting at the local coffee shop. Remember, your responsibility to our company doesn't end when you leave the office. We are proud to have you as a member of our team and have chosen you as an employee to be a brand ambassador for the company on- and offline. For that reason, this policy applies to both company-sponsored social media and personal use.

WHAT YOU SHOULD DO:

- **Disclose Your Affiliation:** If you talk about work-related matters that are within your area of job responsibility, you must disclose your affiliation with our company.
- **State That It's YOUR Opinion when Commenting on the Business:** Unless authorized to speak on behalf of the company, you must state that the views expressed are your own.
- **Protect Yourself:** Be careful about what personal information you share online.
- **Act Responsibly and Ethically:** When participating in online communities, do not misrepresent yourself. If you are not a top executive, don't say you are.
- **Honor Our Differences:** Live the values. Our company will not tolerate discrimination (including age, sex, race, color, creed, religion, ethnicity, sexual orientation, gender identity, national origin, citizenship, disability, or marital status, or any other legally recognized protected basis under federal, state, or local laws, regulations, or ordinances).
- **Offers and Contests:** Don't share secrets or specials that are not offered to the public at large. No one likes to feel left out.

WHAT YOU SHOULD NEVER DISCLOSE:

- **The Numbers:** Non-public financial or operational information. This includes strategies, forecasts, and most anything with a dollar-figure attached to it. If it's not already public information, it's not your job to make it so.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

- **Promotions or Special Offers Not Available to The Public**
- **Personal Information:** Never share personal information about our customers and clients.
- **Legal Information:** Anything to do with a legal issue, legal case, or attorneys, without first checking with legal.
- **Anything that Belongs to Someone Else:** Let the person post his or her own stuff; you stick to posting your own creations. This includes illegal music sharing, copyrighted publications, reports, presentations, and discoveries.
- **Confidential Information:** Do not publish, post, or release information that is considered confidential or top secret.

Basically, if you find yourself wondering if you can talk about something you learned at work — don't. Follow best practice policies and live the company's values and philosophies. They're there for a reason.

Just in case you are forgetful or ignore the guidelines above, here's what could happen.

You could:

- Get fired (and it's embarrassing to lose your job for something that's so easily avoided)
- Get us in legal trouble with customers or investors
- Cost us the ability to get and keep customers

If you still have questions, please contact your leadership! We are confident that you can do it — be smart, be respectful, and be an ambassador!

Here are the five takeaways from this session about communicating with Millennials:

1. Millennials are digital natives and expect technology to improve the way they live, work, and learn.
2. When Millennials use their phones in front of you, their intention is not to be rude or disrespectful. Help young people understand how others perceive their actions.
3. Stories are a powerful way to relate to young people. Be careful not to spend too much time dwelling in the past, but use your own experience as a way to teach them something new.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

4. Evaluate how you currently talk to Millennials. If you have something new to teach them, are you most comfortable speaking to them in person, over the phone, through email, texting, tweeting, or through video? Then determine if that is the best way to reach them. Remember, effective communicators seek first to understand, and then be understood.
5. Be your authentic self when communicating to Millennials. They can tell when you are trying too hard. Embrace your age, experience, and even level of ease with technology. Millennials will respect you more when you admit you don't know, rather than when you attempt to be one of them.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module 4: Stop Bossing Millennials Around and Start Coaching Them!

Mentoring is one of the most powerful forces for change in the world. It inspires action and invokes wisdom. Individuals in the Millennial generation are craving relationships with those of older ages and different experiences. In this session, we discuss how to build authentic and meaningful mentoring relationships. Plus we break down the differences between being a mentor, being a coach, and being a manager to Millennials.

Questions to consider:

- How much time do I allow in my schedule to invest in the next generation?
- How do I feel most appreciated?
- How can I take the lessons I have learned the hard way and help someone avoid them in the future?

“Mentoring is not a moment. It is a movement. Mentoring is a circular process that is fluid like water, transcending careers, experience, genders, and worldviews.”

Mentoring assessment

Check One:

- ____ I am / I am not in a one-on-one mentoring relationship.
- ____ I do / do not believe mentoring makes a difference in someone’s personal life.
- ____ I had / have not had mentors in my life.
- ____ I have had mostly good / mostly bad experiences with mentoring.
- ____ I have / I do not have a life experience someone can learn from.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Benefits Of Mentoring In The Workplace	Benefits Of Mentoring In The Community
1. Increased engagement and fulfillment for employees	1. Increased high school and college graduation rates, decreased drop-outs
2. Decreased attrition and turnover	2. Higher wage earners
3. More innovative ideas	3. More focused decision-making
4. Retention of institutional knowledge	4. Less anxiety
5. More efficient processes and fewer forced errors	5. More solid family units
6. More commitment to the company	6. Increase in empathy on both the mentor's and mentee's parts
7. Refinement of best practices	7. Richer, deeper, and more fulfilling personal relationships

Who was the most effective mentor in your own life? _____

What made that person such a successful influence? _____

Types of mentors:

- Mentors for personal growth.
- Mentors for spiritual healing
- Mentors for personal relationships
- Mentors for business
- Mentors for inspiration
- Mentors for seasons in your life

Millennials relate to older generations differently. It can often come across as disrespectful. Here are three reasons that a Millennial may approach you as a friend, rather than as a superior.

1. Millennials are an informal generation. Consider how someone of this generation views relationships with others in and out of the office.
2. Millennials prefer flat leadership structures. Consider how this generation wants to have access to information, rather than follow a process that is hierarchical.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

3. It is a sign of respect. Millennials reach out to those they like and respect. They may treat you like a peer because they want to relate to you in a personal way.

Key point: One of the deepest desires this generation has is to know others and to be known by them.

“Millennials don’t want to be managed. Millennials want to be coached.”

Steps to mentoring:

Mentor	Manager	Coach
Gives advice Provides direction	Gives direction Provides details	Gives encouragement and criticism Provides a plan to win the game

1. Determine the type of mentoring relationships (personal, business, relational, etc.)
2. Determine the length of the mentoring relationship (should not be less than six months).
3. Determine three expectations from both mentor and mentee.
4. Develop a mentoring culture. Integrate the spirit of mentoring into your life and work.
5. Have giant goals that you go after together.
6. Have regular check-ins to make sure that your relationship is exceeding (not just meeting!) expectations.

Real advice for mentors:

- Use stories when relating to your mentees.
- Be careful to not judge them or a decision they make.
- If they do something that you disagree with, ask them to explain their thought process and why they chose that action.
- Be flexible, knowing that their goals will change.
- Avoid sharing what you would do in their situation.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

“Millennials will respect you more for things you don’t say than they will for the things you do say.”

Mentoring Quiz

1. Do you prefer quality time that is targeted and structured, or large spans of flexible time together?
2. Would you rather have a meeting over coffee or playing golf?
3. Do you prefer to ask questions or give solutions?
4. If you are mentoring someone, do you want that person to know when you are teaching, or do you teach by doing?
5. How do you receive appreciation?

Legacy is a powerful concept. It means passing down wisdom, insight, and innovation from one generation to the next.

- What kind of legacy are you leaving at your company? Are you helping those coming behind you do better than you did? Are you putting the compound effect of success to work and investing in those you lead now?
- What kind of legacy are you leaving in your home? Do your children understand the core principles that motivate you? Would they be able to explain to a stranger the process you use to make decisions?
- What kind of legacy are you leaving in your community? Are there young people — not your own children — who consider you a source of wisdom? Are you actively (that means not accidentally) looking to empower others with lessons you have learned?

Take some time to write down, in each section, your legacy plan for each sector of your life.

My legacy plan at my company is:

My legacy plan in my family is:

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

My legacy plan in my community is:

“You will be known for something after you are gone. You are the only one who can determine what you will be known for.”

Here are the five things that you need to keep in mind about mentoring Millennials:

1. Mentoring can happen in a moment or over a lifetime. It is the act of learning from others and becoming a better version of yourself.
2. Mentoring programs are more effective when they are culture-driven, versus program-driven. Consider how you can encourage a culture of mentoring rather than making it a requirement.
3. Write three expectations that you and your mentee would like to get out of your mentoring relationship.
4. Millennials want to be coached, more than they want to be managed. Coaching requires accountability and challenge. Take tips from famous coaches to push your team to succeed.
5. Consider how you are leaving a legacy. Create a goal for yourself of how you want to make an impact in your company, in your family, and in your community.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module Five: Why Millennials Love Teams

Millennials are a collaborative generation. They have been raised to work with others to achieve a goal. The role they play on the team is not as important as the experience they have and the difference they make. In this session, we discuss the proven techniques to create multigenerational teams that activate each member to contribute his or her best work.

Questions to consider:

- How comfortable am I working in a team when the leader is younger than I am?
- Is it more important for me to have a title or to get the work done?
- Have you found it difficult getting Millennials to contribute or participate?

“Teamwork is like marriage. It is easier said than done. But when it is done right, it is a beautiful and powerful thing.”

Millennials love teams for these reasons:

1. Millennials have been placed on teams their entire lives.
 - They are natural team players and have been bred to believe working together is the only way to win.
2. They create their own teams.
 - Millennials create their own virtual teams of friends or online experts if a natural team is not provided to them.
3. Teams allow them to test new ideas.
 - The smaller the sandbox, the larger the sandcastle appears. Teams let Millennials try things out that they may be afraid of testing elsewhere.
4. Teams allow them to fail.
 - Millennials have a fear of failure. Teams allow them to test out leadership roles, ideas, and concepts without massive failure.
5. Teams are a training ground for leadership and learning.
 - Millennials have been told they are all leaders from an early age. Teams let strong leaders develop their skills and learn how to lead a group.

Key phrase: Millennials do not need other generations for information; they need them for context and interpretation.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Team types that are most Millennial-friendly:

- Millennials enjoy being placed on diverse teams.
- Millennials enjoy teams in which they can learn from the experience of others.
- Millennials enjoy teams that are dynamic and project-focused.

The youngest person on the team is often considered to have the least to contribute. What are the three reasons that Millennials make great team members:

1. They are... _____
2. They want to try... _____
3. They want... _____

How to develop better teams with Millennials

Under each point, write out your immediate action step.

- Don't put them at the kiddie table.
I will now: _____
- Give them clear and meaningful tasks.
I will now: _____
- Create an accountability system.
I will now: _____
- Give Millennials freedom to fail, and freedom to grow.
I will now: _____
- Remember that Millennials are collaborative not competitive.
I will now: _____
- Provide feedback.
I will now: _____

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

We discuss in detail why Millennials crave instant feedback. Write down your understanding of it here:

Feedback Delivery System

Step One: Deliver it in real time (don't wait for the 360 review).

Step Two: Make it informal (don't make them feel as if they are in trouble every time you provide feedback).

Step Three: Ask them to rate their performance (rather than always providing them feedback).

Challenge Questions: When was the last time that you asked for help?

When did you admit either to a spouse or to a close friend that you couldn't do something alone?

Can you recall a time that you told those you work with that you were in over your head?

Feedback Analysis

Last time I gave feedback	
Last time I received feedback	
How this affected my performance	
How this impacted the team	

I would rate our feedback system as Excellent, Acceptable, or Inadequate	
How can your feedback system be improved?	

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Here are the five things that you can take away from this session on teamwork:

1. Millennials crave constant feedback... make it a daily practice to give someone feedback. Making it informal lets it come across as casual and natural, not preachy.
2. Millennials love teams because they allow them to try new roles and explore new opportunities. Provide them with a framework to thrive within, and encourage them to use this as a chance to develop leadership skills in them.
3. Challenge yourself to ask for help from a Millennial. Provide that person an opportunity to give you feedback about your performance, your parenting, or your perspective.
4. Millennials are collaborative more than they are competitive. Create a culture in which individuals are striving to be their best selves.
5. Millennials do not need other generations for information. They need you for interpretation. Take your role as the leader seriously. Provide them information they need to understand the scenario, not just the facts to figure it out on their own.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Module Six: What Millennials Really Want

Millennials have a different view of the world because of how they were raised. They want work to be flexible. Their questions easily answered. And their lives dynamic. In this session, we discuss what Millennials really want from their parents, bosses, and colleagues.

Questions to consider:

- Could Millennials benefit from my product? If so, how well am I doing at recruiting them as customers and employees?
- How healthy are my relationships with Millennials? Are they strained or thriving?
- How prepared am I to change how I manage my team?

“There are three options you have with Millennials. You can ignore them. You can tolerate them. Or you can engage with them.”

Millennials are experiencing a “quarter-life crisis.” Write down the primary reason many in this generation are feeling this way:

Challenge point: Seek out those Millennials who are struggling to find their career niche. Help them understand how choice is powerful and should not be a burden.

Characteristics of most Millennial-friendly offices	Give your company a grade at how well it is achieving each
Bright	
Flexible	
Creative	
Dynamic	
Challenging	
Flat leadership	

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

The myth is that Millennials will work for you only if you pay them more than a competitor will. But the truth is that Millennials care about _____ more than money.

Millennials care about the triple bottom line:

1. People
2. Profit
3. Planet

Take a moment and determine how well your company is doing at each of these three factors.

This week, I will commit to encouraging one Millennial. I will tell _____ (person) that when he or she _____ (action), it makes a difference in our company.

What Millennials expect from you as a company:

- Invest in my personal development so I can better contribute.
- Offer me a fast-moving work culture so I am always challenged and growing.
- Give me feedback so I can work better and avoid mistakes.
- Offer me flexibility so that I can balance my work and my life.
- Challenge me to think like an entrepreneur on my job so I have ownership in the end result.

Millennials are a very entrepreneurial generation. If you have started a company, pick out one young person whom you could mentor into being a wise businessman or -woman. Write down his or her name here: _____

Key point: One of the main reasons Millennials change jobs is that they don't think their particular role will advance their career.

Challenge Questions: How well do Millennials know how to advance themselves within your organization?

Is it left up to themselves to determine?

Are they provided a career adviser?

Is there a clear line of advancement set before them?

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Recruiting Millennials:

- Start online. Go where Millennials are (online) and interact with them — don't just post a job and log off!
- Share "What's in It for Me." Millennials want to know why this is a good role for them, not just that it is a good job.
- Be clear in the job description. Millennials want to know what their life will look like, not just their job, if they join your company.

A majority of employees are not engaged at work. Consider asking these questions as an anonymous survey to determine their engagement. Start by answering them yourself.

1. How passionate are you by the end of the workday?
2. What motivates you to come to work?
3. Do you think entrepreneurially about your position? Do you find yourself coming up with newer or faster or better ways of doing things?
4. How often do you find yourself bored at work? (daily, weekly, monthly?)

Challenge Question: Whose responsibility is it to improve employee engagement? Is it the role of the employee to be engaged? Or the responsibility of the manager to keep his or her employees engaged?

Getting Millennials to Quit:

Step One: Don't give them feedback about how they are doing. Especially if they ask for it.

Step Two: Give them a static job task where they do the same job over and over again.

Step Three: Don't tell them how that static job task makes a difference in the company.

Step Four: Disregard any suggestions or ideas that they have.

"Millennials want to be brand ambassadors, not brand consumers."

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Marketing to Millennials:

1. Millennials want to feel needed as consumers.
2. Give them a reason to brag to their friends about using your product or visiting your store. Focus on the experience.
3. Realize that Millennials can choose who markets to them and how.
4. Millennials are most influenced through peer marketing.
5. Make them feel good about buying your product.

What Millennials want from you as a parent:

“Millennials expect their parents to take an interest in their personal lives,
but not be obsessed with them.”

Millennials have unique relationships with their parents. They want them involved, but not overbearing. They want to have authentic and open conversations about things that really matter. This generation respects the decisions their parents have made and desire deeper relationships — particularly adult Millennials.

Challenge questions. Consider how you can mend any misunderstandings you may have with the other generations.

What conversation you should be having?

What apology you should be issuing?

What things have you observed that should be shared?

What Millennials want from you as a manager:

“Millennials view employment as a partnership. They will work with you
(not necessarily for you).”

Key points for managing Millennials:

1. Millennials want coaches, not managers.
2. Millennials desire open and authentic conversations at work.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

3. Millennials desire a democratized workplace with flat leadership.
4. Millennials need structure to understand what is expected of them.
5. Millennials crave clarity in directions and responsibilities.
6. Millennials expect independence and want you to trust them to perform well.

Like most of us, Millennials will find excuses to justify why they aren't where they need to be. Or perhaps the excuse is why they did not perform as well as they should have. Consider how you can help them take responsibility for their actions and own the choices in their lives.

Work-life integration is very important for Millennials. They want to work for managers who not only appreciate this balance, but practice it as well. Give yourself a grade here on how well you are balancing work and life: _____

Where can you begin improving immediately?

What is the biggest challenge you have with balancing work and life?

The best techniques for motivating Millennials:

- Use empowering language. Say things such as, "I trust you. Your work is very important for the success of this program. We are counting on you. I see what you are doing. What do you think we should do here?"
- Work with Millennials to create three goals: achievable, stretch goals, and star-reachers. When you help them forecast their dreams and become involved in the process, you will motivate them to work harder for you.
- Help them focus on their quality of life.
- Share your path with Millennials to help them put it all in perspective.
- Be a coach. Do not be afraid to give Millennials tough love.

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Key phrases you should never say to a Millennial:

- Because I said so.
- Just because.
- It's the way it's always been done.
- We tried that before, and it's never going to work.
- Why can't you act like everybody else?
- You are a disappointment.

The future: What does it look like?

1. The future of the economy will: _____
2. The future of the political landscape will: _____
3. Advertising will: _____
4. Families will: _____
5. Communities will: _____
6. Races and ethnicities will: _____

“Building a bridge that spans the generation gap starts on your side.”

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché

Millennial Manifesto:

I, _____, commit to engaging with this next generation. I will respect them, even when I feel disrespected because they may not understand how they are perceived. I will earnestly seek to discover their point of view. I realize that they are a different generation because of how they are raised. I choose to work with them, not against them. I will actively engage in a one-on-one mentoring relationship and be open to learning from Millennials as well. I will provide feedback and advice in real time and create an environment where they can discover their personal strengths. I will not diminish the contribution of someone because of his or her age, because I would never want someone to treat me a certain way because of my age. I realize that I will not do this perfectly, but I, _____, do declare that I will seek to achieve generational reconciliation from this day forward.

Signed: _____

Date: _____

THE MILLENNIAL SOLUTION WORKBOOK

Gabrielle Bosché