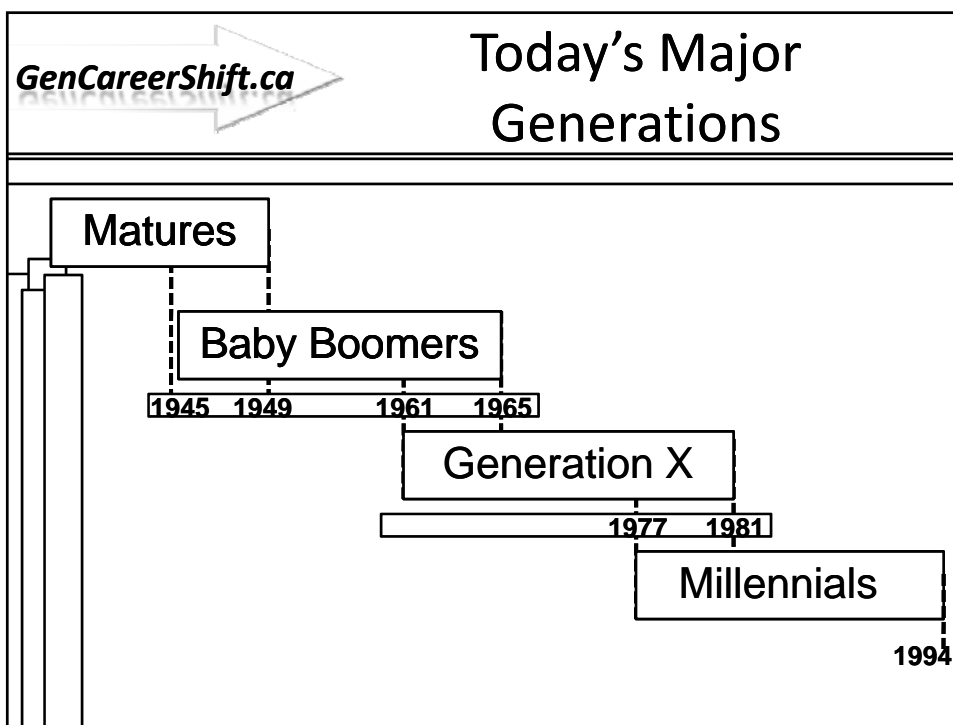



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Living and Working with the Millennial Generation

Dr. Sean Lyons



 **What Shapes a Generation?**

- Formative experiences – “the times” change
- Opportunities – social and economic
- Shared Values

 **Values are the Key**

- Deeply held beliefs about what’s important
- Shaped by our formative context
- Unconscious until challenged
- Shape perceptions, attitudes, morals and behaviour
- Generational value differences are a form of diversity to be respected just like religious or cultural value differences


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Generational Profiles


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Baby Boomers

Born:	1946 - 1964	Formative Influences
Aged:	45-63	
Numbers:	9.0 Million	
Pop. %:	28.5%	
		Life Story
		<ul style="list-style-type: none"> • Economic Prosperity • Nuclear Families- • Television • Child-centred era- • Large Numbers
		<ul style="list-style-type: none"> • Educated beyond High School • Married in late 20s, ~2 kids • High rates of divorce • Men and women in careers • Careers span organizations

GenCareerShift.ca  **Boomers tend to be...**

- Optimistic with a Sense of Possibility
- Team-oriented-
- Highly dedicated to their work & careers
- Stressed & Burned out
- Subtly Demanding with Subordinates-

GenCareerShift.ca  **Generation X**


Born:	1965-1979
Aged:	30-44
Numbers:	6.4 Million
Pop. %:	20.3%

Formative Influences


- Divorced, Working Parents-
- Anti-Child Era- -
- Recessions, Unemployment
- AIDS, Nuclear Threat -
- Computers @ Home, School

Life Story

- Difficulty Getting Established -
- Married later if at all, >2 Kids -
- Lots of Education, Credentials
- Many jobs, many employers

GenCareerShift.ca  **Gen Xers tend to be...**

- Sceptical
- Concerned with Work-life balance
- Independent & Entrepreneurial
- Focused on personal development & employability
- Seeking a Fun and communal workplace-

GenCareerShift.ca  **Millennials**

Born:	1980-1994
Aged:	15-29
Numbers:	6.7 Million
Pop. %:	21.2%

Formative Influences

- Highly Involved Parents- -
- Self-Esteem Movement - -
- Technology Everywhere
- Consumption and Debt
- Non-traditional Families

Life Story

- Adult-o-lescence
- Massive Student Debt
- Postponing marriage, kids
- High expectations



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Millennials tend to...

- Have very high expectations for their own success
- Self-advocate
- Worry about fairness
- Work instrumentally "within the system"
- Focus on lifestyle
- Demand rapid feedback
- Be materialistic



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Millennials Relative to Previous Generations

- Are more individualistic
- Are more materialistic
- Women are more assertive
- Have lower need for social approval
- Have higher self-esteem
- Exhibit a greater degree of narcissism
- Exhibit an external locus of control
- Place less importance on hard work itself
- Have heightened expectations for success

High Expectations...

- For Education:

- 62% of Millennials surveyed said they planned to graduate from university

(Bibby, 2000)

- Actual % of adults in Canada with a degree is 23% (Statistics Canada, 2006)

High Expectations...

- For Careers:

- 86% expected to get the job they wanted after graduation (Bibby, 2000)

- 96% expected to own a home (Bibby, 2000)

- 44% expected to work overtime to get ahead (Bibby, 2000)

- 60% hope to achieve work-life balance within 3 years (Ng, Schweitzer, Lyons, 2009)



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High Expectations...

- For Advancement & Promotion:
 - Expected starting salary in 2007 - \$43K
 - Expected salary after 5 years - \$70K
 - That's an increase of 62% in 5 years!
 - 68.5% expect to be promoted within 18 months (35% within one year)



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Self-Esteem and Narcissism

- *Self-esteem* is a positive self image attributable to social acceptance, perceived competence and a social “culture of self-worth”
- *Narcissism* is an extreme form of self-esteem that is less linked to social acceptance and competence

Narcissistic Traits

- Authoritarianism
- Vanity & Exhibitionism
- Superiority
- Entitled
- Self-sufficient
- High opinions of one's own intellect, appearance and popularity
- Unstable self-esteem
- Greater potential for disappointment, anxiety, depression, turnover


Narcissistic Behaviour

- Fantasizing about fame and power
- Reacting with anger when ego is injured
- Seeking to dominate others and show off
- Entitlement – belief that one is owed respect and rewards, regardless of their performance
- Low levels of caring, empathy, intimacy, commitment and selflessness
- Exploiting relationships to one's own ends



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External Locus of Control

- 
- A belief that luck or powerful others control one's fate
 - Self-serving bias – attribute success to themselves, failure to other forces
 - Victim mentality
 - Less likely to make a connection between effort, ability, and reward



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Impacts of these Traits

- 
- Not caring what other people think about their attire, behaviour
 - Higher expectations for success
 - Blaming others for failure to succeed, not taking constructive criticism
 - Less acknowledgement of women's challenges
 - Higher levels of Anxiety and Depression

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Millennials as Neighbours

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Challenges

- Focused on themselves – WIIFM?
- Less focused on the opinions of others
- Focused on fun, experience and acting young
- Entitlement – “I’m paying to be here”



Potential Conflicts

- Public behaviour norms
- Night-time entertainment
- Maintenance of residential property
- “Student ghettos”
- Expectations for municipal services




Opportunities


- They are very creative if properly engaged
- They are looking for opportunities to have a personal impact on causes
- They can mobilize interest and effort for a cause that they identify with

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Bridging the Gap

- 
- Avoiding “us versus them” perspective – finding common ground
 - Build relationships with “engaged youth”
 - Understanding value bases
 - Institutions and educators integrating citizenry as part of the educational experience
 - Communities building opportunities for town & gown interactions

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What are your questions
and concerns about the
Millennial generation?

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