



WORKSHOP FOR JUNG AND OLD: TRAINING, MOTIVATING AND LEADING MILLENNIALS IN THE WORKPLACE

Millennials (people born between 1977 and 2000) have just recently begun to enter the US workforce. They are now only about 10% of the total workforce, but are quickly becoming the dominant population in entry level positions. Their expectations in the workplace, family/work life priorities and thinking styles are considerably different from most of their managers'. If you felt the need to roll your eyes as you read this, you are aware of the challenges they present for hiring, training and operating managers.

THE "WHERE'S THE LATTE MACHINE, TWEET ME LATER, I DON'T DO MORNINGS" EMPLOYEE HAS ARRIVED ...

... At least that's what most (older) workplace managers think. Some of the popular notions we see in the press about this generation are true. Many more are not. Separating the popular myths from the workplace realities is what this workshop is all about. It is also about delivering the tools workplace managers need to effectively train, motivate and lead these new workplace employees.

Business Navigation Group, in collaboration with HumanMetrics Group, has studied the thinking styles, personality traits and behaviors of more than 3,000 Millennials and their older workplace counterparts (Non-Millennials) in several occupational categories. The study used a Jung Typology profile instrument that measured four personality dimensions and 10 additional behavioral indices. The findings and implications of this research¹ afford today's workplace managers one of the first rigorous comparisons of Millennial and Non-Millennial workplace behaviors and expectations.

The bottom line? While there are some significant differences—and these have serious implications for the workplace—there is also a much greater commonality among the generations than is often reflected in conventional wisdom or the popular press.

¹Findings from this study, conducted between 2006 and 2009, have recently been submitted to the *Journal of Business and Psychology* for review by leading academics in the fields of Management and Psychology.

SO, THEY ARE JUST LIKE ME, ONLY YOUNGER, COOLER AND WITH TATTOOS, RIGHT?

Well no; but you knew that. There are some significant differences in Millennial expectations in the workplace. Important differences also exist in their communications skills, their ability to exercise empathy and self-control, and in their ability to think critically. Some of these differences present challenges for today's workplace manager, but more present opportunities.

The results of the study suggest that:

1. Training for Millennial Sales professionals may warrant including more or different role-playing techniques and small group work such as collaborative account management.
2. Decision-making training for Millennial Marketing and Sales employees may usefully include a greater emphasis on analytics, logic, reasoning and critical thinking.
3. Development for Marketing and Sales Millennials may usefully include opportunities that emphasize communication skills such as making presentations or leading teams.
4. To the extent existing hiring, training or retention programs for Marketing and Sales employees depend upon a fluent application of analytical (Thinking) styles of information implementation, some adjustment of these may be required.
5. Millennial Marketing and Sales professionals as well as Millennial Technology professionals may find greater satisfaction in workplaces that afford opportunities to meet their higher Sociability expectations. Workplaces organized into teams and/or office space that facilitates co-worker interaction may be examples of such opportunities.
6. Millennial Administration employees appear to present no different or additional training, motivational or managing requirements. Their workplace behaviors are very similar to those found in Non-Millennials in the same job category.

In addition to our research and other studies of Millennials, the *Business Navigation Group Workshop for Jung and Old*SM draws on the experience of its facilitators as Millennial educators. All three of *Business Navigation Group's* Managing Partners are also faculty members in university colleges of business. We teach marketing and management courses for both undergraduate and graduate Millennials. The hundreds of Millennials that have passed through our classrooms have helped us understand how to teach them more effectively.

A WORKSHOP ABOUT HOW TO EFFECTIVELY LEAD A CHANGING WORKFORCE

For nearly 20 years, *Business Navigation Group* has assisted senior executives with the development of their skills in effective team leadership, conflict resolution, critical thinking, initiative success, value creation and capture, effective communications,

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problem solving and decision making. Much has changed in the workplace over these years. One of the more important of these changes has been the introduction of the newest workplace generation. New skills are required for today's workplace executives to effectively train, motivate and lead their Millennial employees.

This half-day workshop presents executives with both the popular and the more rigorously drawn profiles of their new employees. It helps executives sort out the conventional wisdom from reality. Several self-assessments allow executives to better understand their own thinking and leadership styles, their workplace expectations and behaviors, and to compare these with the same indices for Millennials.

Small group work illustrates the collaborative, or shared decision making style most common among Millennials. Using this foundation, participants can develop training, motivation and leadership implications for the Millennials in their own workplace settings. As well, several leadership skills, tools and techniques that are particularly effective with Millennials will be presented. Participants will exercise these tools using challenges or opportunities drawn from their own, real-world workplace environment.

Participants will leave the workshop with a set of skills designed to specifically address the Millennial leadership challenges they face. And they will leave with Action Plans for applying these skills in the workplace.

A WORKSHOP THAT REALLY WORKS

Before the workshop begins, participants complete a short, Web-based survey to determine what they already know about and think of Millennials in the workplace. They will also complete the same profile taken by the Millennials in the study described above. This allows participants to compare their own thinking and leadership styles, workplace expectations and behaviors with those of their Millennial employees.

After the workshop, *Business Navigation Group* will conduct another short survey to assess how effectively the skills developed in the workshop are being applied in the workplace. Recommendations for additional reading, skill practice or other appropriate follow up will be made.

The *Business Navigation Group* **Workshop for Jung and OldSM** is a *half-day* designed for hiring managers, functional or operating managers, supervisors and Human Resources executives charged with training, motivating or leading work teams that include Millennials. Below is a sample workshop agenda. Typically, we adjust the agenda to suit the specific challenges your business is facing in hiring, training, motivating or leading Millennials.

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If you have Millennials in your workplace, we can help you help them – and you - become more productive.

Workshop for Jung and OldSM

Agenda

Introduction

- ❖ Why we are here, what's the agenda and what will I learn?

Who are we?

- ❖ Survey and Jung typology results
- ❖ Jung typologies in the workplace; self-selection and occupational categories
- ❖ Implications for workplace behavior

Who are they?

- ❖ Popular views of Millennials
- ❖ Millennials leadership styles and Jungian typologies
- ❖ Implications for workplace behavior
 - How they think
 - What they think is important in the workplace
 - Empathy and communications skills
 - Sociability expectations
 - Critical thinking skills
 - Self Control

Effective training, motivation and leadership of Millennials: skills development

- ❖ Collaborative problem solving and decision-making
- ❖ Critical and thinking
- ❖ Feedback and recognition
- ❖ Listening and communicating
- ❖ Peer teams and shared leadership

Roundup

- ❖ How to use the Participants' Workbook
- ❖ Action Plans