Leadership Qualities in the “Next” Generation

Designing leadership roles and opportunities for Millennials

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Learning Objectives

Understand current expectations and top strengths of the Millennial generation

Review job design ideas for updating leadership roles and responsibilities

Discuss how to attract, retain and promote top “next” generation talent.
WHO ARE MILLENNIALS?

BORN BETWEEN

1980  2000

GREW UP

ALONGSIDE TECHNOLOGY

LARGEST GENERATION YET

80 MILLION IN THE U.S

MOST ETHNICALLY
RACIALY &
DIVERSE

2.5 BILLION WORLDWIDE

DOMINANCE OF SOCIAL NETWORKS

ASPIRE TO

MAKE A DIFFERENCE W/ THEIR WORK

% OF WORKFORCE

50% BY 2020

75% BY 2030

IN THE COMING YEARS

CONFIDENT

HAVE HIGH EXPECTATIONS

ACHIEVEMENT ORIENTED

DO THEY MATTER?

Image from Why Millennials Matter (www.whymillennialsmatter.com)
This Ship Has Sailed!

Workforce Demographic Distribution

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>2010</th>
<th>2020*</th>
<th>2030*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (1925-1945)</td>
<td>10%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Boomers (1946-1964)</td>
<td>15%</td>
<td>3%</td>
<td>9%</td>
</tr>
<tr>
<td>X’ers (1965-1980)</td>
<td>45%</td>
<td>1%</td>
<td>25%</td>
</tr>
<tr>
<td>Millennials (1981-1996)</td>
<td>30%</td>
<td>30%</td>
<td>44%</td>
</tr>
<tr>
<td>Gen Z (1997-present)</td>
<td>42%</td>
<td>24%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Projected data
The Downsides?

What don’t you like about what you see in people at work who are 22-37?

Sinek’s Millennial Interview Link

Google:
Sinek Millennial Interview
WHINE NOT!
THIS IS A
COMPLAINT
FREE
ZONE
Top Expectations: Deloitte’s 2018 Millennial Survey

Attracting them:
1. Fair pay
2. Constructive culture

Engaging them past first 2 years:
3. Diversity/inclusion
4. Flexibility (including gig economy options)

Motivating them:
5. Tangible impact on the world
6. Training/development

Survey/report methodology

- 7th annual survey
- 10,455 Millennials
  - 1,844 GenZ participants
- 36 Countries
- College degrees
- Employed full-time
- Work predominantly in the private sector
  - Including private 501c3s

The message is clear: Young workers are eager for business leaders to be proactive about making a positive impact in society—and to be responsive to employees’ needs.
Deeper Dive: GenY’s 2018 Outlook

Are your competitors motivated by profit or purpose?

Are you and your team ready for “Industry 4.0”?
## Top Millennial Expectations

<table>
<thead>
<tr>
<th>Expectation</th>
<th>Measurably worse than your competition</th>
<th>Don't know or just less than</th>
<th>The same or about the same</th>
<th>Measurably better than your competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fair Pay</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>2. Constructive Culture</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>3. Diversity and Inclusion</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>4. Flexibility</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>5. Impact (tangible outcomes)</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>6. Training and Development</td>
<td>-1</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>
Results

-6 to +6  
Be concerned about surviving past 2030

+7 to 12  
You're in for expensive and drawn-out talent battles

13 to 22  
Prepared for change and *nearly* Millennial-ready

23 to 30  
Highly ready for Millennial leadership beyond 2030
Leadership Needed!

**We Are Here**

- **The Industrial Corporation**
  - Operational Efficiency

- **Hierarchical Leadership**
  - Profit, Growth, Financial Engineering

- **Collaborative Management**
  - Customer Service, Employees as Leaders

- **Networks of Teams**
  - Mission, Purpose, Sustainability

**Purpose, Meaning, and Empowerment?**

- **<1950s**
  - Andrew Carnegie
  - Henry Ford

- **1960s-80s**
  - Jack Welch
  - Peter Drucker

- **1990s**
  - Howard Schulz
  - Steve Jobs

- **Today**
  - Netflix, Google, Facebook, Amazon

- **2020**
  - The Teams and Team Leaders Are Kings

**The Corporation Is King**

**The Executives Are King**

**The People Are King(s)**

**Source:** Bersin by Deloitte, 2015.
“Great leaders understand that their responsibility is for the people, not for the numbers, not for the results, the people. If people feel like they are valued to the organization, their natural inclination is to work harder and to contribute everything they have.”

-Simon Sinek
Tactical Thinking: Solve the Immediate Issue

Goal
• What must get done?

Budget
• What is the budget we have to work with?

Processes
• What are the key processes that must be in place?

Results
• On time?
• On budget?
• Achieve goal?
• Provide value?
Leadership Thinking: Prepare for Success

**Strategic Direction**
- Where do we want to be in the future?

**Values**
- What values do we want to demonstrate?

**Systems**
- What systems will we need to take us there?

**People**
- What types of people do we need to fuel our future?

Future Thinking
The Upside: Based on Research

5 Key Qualities of Millennials in Leadership

**They are strategic**
Millennial leaders understand that in order to solve problems, they need to plan ahead.

**They value great training**
As leaders, Millennials understand that their most important role as a manager of people is to provide effective training.

**They recognize different perspectives**
Millennial leaders are self-aware and recognize that unconscious bias plays a role in many decisions, so purposefully work to avoid it.

**They value a work/life balance**
One of the proven necessities of an effective leader is the ability to have down time to recharge and refresh.

**They are adaptable**
A sure sign of high emotional intelligence is adaptability. So it is no surprise that the Millennial leader excels in this category.

Carnegie Mellon University & SAP
The majority of nonprofits have no recruitment strategy and no plans to change the way they recruit – even with the enormous generational shift!
From/To Shift for Leadership Roles

Tasks
- Save them for training – remove from job roles
- Revisit responsibilities and ask WHY; reframe as answers

Procedures
- Save them for training – minimize in job roles
- If any part of the role is to improve them: Say So.

Supervision
- Focus on relationships, mentoring and collaboration
- De-emphasize the chain of command

Technology
- Move it up in qualifications, embed in procedures
- Define the role technology has in job purpose and mission

Experience
- Education and Emotional IQ
- Competencies: Adaptability, Learning, Communication
Example From/To Shift

**Tasks**
- Regularly check the budget to actual report for errors.

**Procedures**
- Complete the case manager’s log daily, and the CM checklist weekly.

**Supervision**
- Directly supervise the weatherization contract crew, including disciplinary actions.
Anyone at any level in a group or organization can be a leader

1. Exhibit leadership qualities and skills
2. Guide the group to mission-centered action and results
3. Uphold the values and principles of the organization
4. Respect each individual and support an inclusive and collaborative environment
Table Discussion

1. What one aspect of your current Millennial team did you undervalue coming in to this session?

2. What one idea or approach for creating more Millennial leadership opportunities are you taking away?
How to Improve

1. Mindset Shift Now
   • People 22-37 are necessary for the success of your programs and agency
   • Many are motivated to achieve, especially with a job aligned closely to your mission
   • People over 40 have a critical leadership role in mentoring, supporting, and transitioning People 22-37

2. Behavior and Policy Change Next
   • Hold yourself and people of all ages accountable for their behavior
   • Include People 22-37 on decision-making committees and task forces
   • Check your proposed policy, procedure, training, and benefits updates with People 22-37 to see if they resonate

3. Continued and intentional engagement with Millennials (and GenZ) inside and outside of your agency
Thank You!

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My Wipfli — Access to our experts:
Regulation questions
Audit
Process
Human Resources
Technology
Leadership

Evaluation:

Thank You!