

Fascinating to read Deloitte's latest survey on the views and values of the millennial generation, based on interviews with over 7000 such individuals across the globe.

In my own interactions with managers of older vintage, I often see a dangerous misconception being perpetuated about the 21-34 generation. "Selfish", "lazy", "sense of entitlement" are just some of the phrases I hear bandied about when a manager is asked to sum up his experience of dealing with millennials.

As the Deloitte survey makes clear, the problem is often not with the millennial, but the manager.

Millennials have dedication, energy and commitment in abundance. They just require full engagement from their managers as a non-negotiable part of the employer/employee contract.

Here are four critical issues you will need to master if you want to ensure your younger talent doesn't start getting itchy feet.

- 1. Appraisals are so yesterday** – several blue chip organizations, including Deloitte itself, have abandoned the ritual of the annual appraisal. Millennials expect their performance to be managed in real time – that means getting adept at short, sharp and timely conversations to address performance issues as soon as they occur
- 2. Make it meaningful** – it used to be the precursor to a mid-life crisis: 40-something executive wakes up to realise the best years of his life have been squandered on an ignoble cause. Millennials won't wait till they're 40 – they want to know, now, that what they're doing has some sort of value and connection to the wider world. That means you need to be able to articulate the vision and values of your business in a way your employees find compelling, and consistent with your own personal behaviour
- 3. Share your experience** – far from the "know it all" stereotype often perpetuated, millennials know they have plenty to learn, and respect you for your skill and experience. They want you to share it – informally, and often. Mentoring and coaching are among the attributes millennials score highest in their leaders. Are you finding the time to share your war stories?
- 4. Avoid tech overwhelm** – because millennials grew up with tech, they know better than anyone about its dangers. Striking that the Deloitte report suggests that they themselves want less exposure to tech, and more old fashioned conversations. Free us up from email chains seems to be the message, and spend more time looking us in the eye

## About Steven Pearce

Steven Pearce is a coach and consultant who specialises in enhancing the effectiveness of IT professionals worldwide. He and his team of coaches are experts in personal impact and influence.

His latest book, *Secrets of Influential People*, was published by Hodder & Stoughton in June last year and became a best seller on the WH Smith business book chart.

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