

Working with the new millennials

[Business](#), [Management](#)



Working with the New Millenials Working with the New Millenials How do organizations motivate this new generation? The new generation of employees, born after 1981 and more commonly known as members of the millennial generation, can be motivated by assessing the characteristics of these employees and what needs and drives satisfy them at work. Case facts revealed that new millenials have tendencies to question everything, demand explicitly clear and consistent expectations, are primarily family oriented and earn to consume immediately as their very philosophy embodies living for the moment. Likewise, the facts indicate that new millenials want flexibility and working in a virtual environment where they can wear casual clothes and come at a time they please. Therefore, rather than restricting their movements, organizations can focus on providing flexibility in work, as long as explicitly stated goals and objectives are attained. Organizations should encourage their creativity and innovativeness and evaluate performance using Management By Objectives (MBO) that would determine progress and discuss meritorious increases depending on performance and attainment of goals. As confirmed by Heathfield (2012), there are some guidelines to manage millenials, to wit: (1) effective provision of structure, leadership and guidance; (2) encouraging " the millennial's self-assuredness, " can-do" attitude, and positive personal self-image" (Heathfield, 2012, p. 1); (3) encouraging joining teams; (4) fostering a conducive working environment through soliciting feedback, creating challenging activities, tapping multi-tasking competencies; (5) taking advantage of millenials' technological expertise and proficiency; and (6) providing a balance in family and work (Heathfield, 2012). By observing

these management guidelines, organizations would learn to design motivational programs and incentives that capitalize on their strengths and be able to control and manage areas that need to be addressed. 2. Critics of the new millennials have argued that this is an "entitled" generation. Do you agree or disagree? Why? I strongly agree that members of the millennial generation are perceived as "entitled" generations due to the factors that contribute and influence personal and professional growth. As disclosed, they are sheltered and supported by "helicopter parents" who continue to monitor and actively participate in their lives even after supposed stages of independence. Therefore, they are accustomed to being taken care of; being defended from adversities; and being handed accolades and rewards. Their upbringing, in conjunction with the way of life surrounded by technological breakthroughs and developments, influenced the current mindset they have. However, as Reeves and Oh (n. d.) cited Howe and Stauss (2000) to aver that, "As a group, Millennials are unlike any other youth generation in living memory. They are more numerous, more affluent, better educated, and more ethnically diverse. More important, they are beginning to manifest a wide array of positive social habits that older Americans no longer associate with youth, including a new focus on teamwork, achievement, modesty, and good conduct" (Howe and Strauss, 2000, p. 4, cited by Reeves and Oh, n. d., p. 298). The information thereby reveals that despite the notorious contentions disclosed by critics, the new millenials manifest strengths in diverse areas compared to other investigated generations. Their performance in the work setting should be not judged prematurely as an effective manager should be able to address

the needs and drives of this working generation depending on the leaders' skills, style and situation. 3. What challenges do you see for HR professionals as they seek to hire and retain this generation's top talent? HR professionals therefore face more challenges in terms of the expected high employee turnover manifested and exhibited by this generation's top talents. As averred, an average employee from this generation remain at their current employment not more than three years and have the perceived contention that they would assume diverse sequences of jobs and responsibilities over their lifetime. Therefore, there is the challenge of retaining them and developing them through training and future education that could gain loyalty to the organization where they are employed. Likewise, there is also a challenge of balancing flexibility and providing control for effective management to ensure that the tasks assigned are complied with under the strictest adherence to policies, procedures, ethical codes of conduct and codes of discipline. Finally, more challenges in motivation, application of leadership styles and in performance evaluation and appraisal are foreseen by HR professionals in hiring, maintaining and developing members of the millennial generation. Overall, HR professionals should be able to discern the strengths and weaknesses of this generation in terms of characteristics and work ethics. The challenge always lie in the organization's ability to capitalize on their human resources' strengths and address eminent weaknesses so that other skills required by the organization could be developed and honed, as needed. References Heathfield, S. (2012).

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