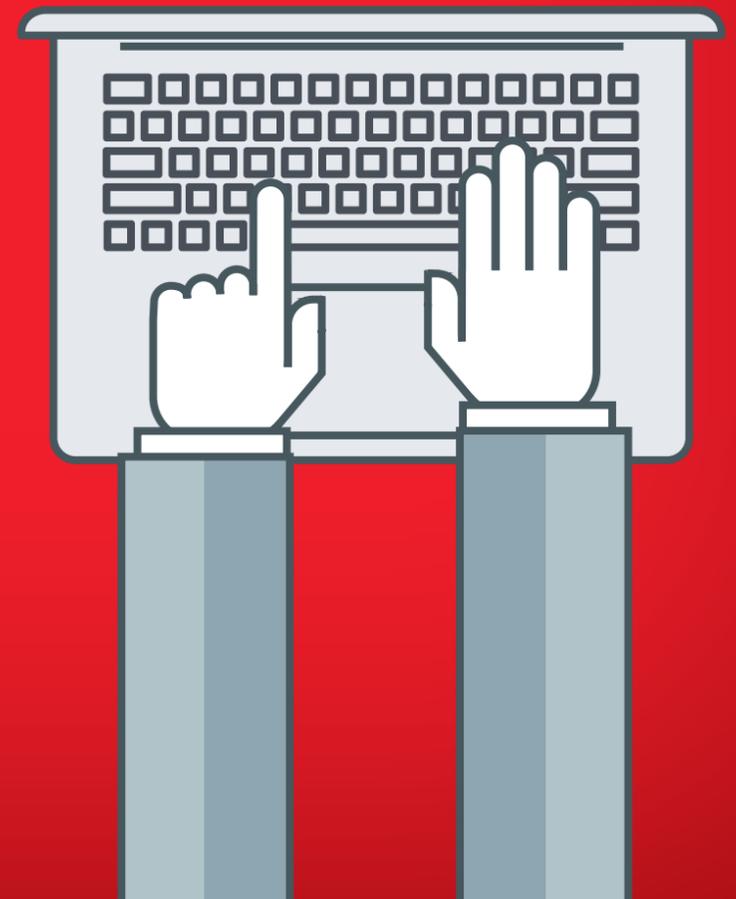
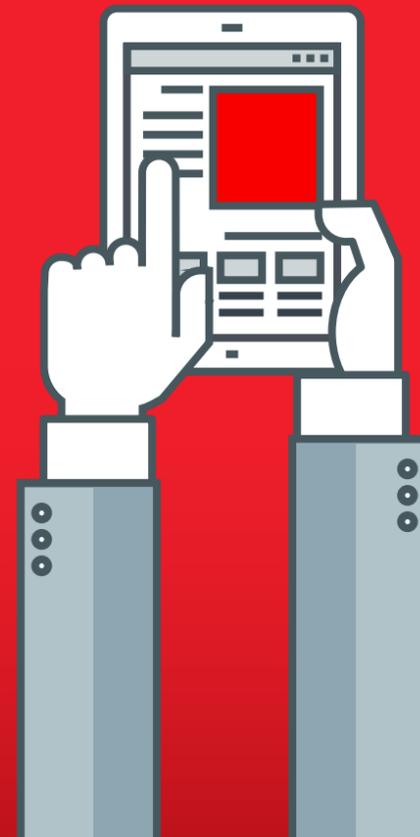
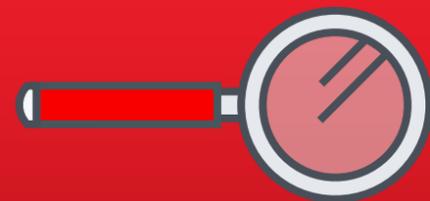


DEBUNKING THE MYTHS SURROUNDING MILLENNIALS

A PRACTICAL CHECKLIST FOR MANAGERS



Introduction

Millennials. By now you'll have heard a lot about them, most of which has probably focused on how different they are from previous generations, and how it takes a radical new management approach to keep them happy.

Characterized by their technological prowess, desire to do meaningful work, and demand for highly-connected working experiences, millennials can easily be viewed as a whole new breed of employee. But have the labels we've placed on them caused us to lose sight of their needs as individuals?

In her new book *Unfairly Labeled*®, Oracle's Jessica Kriegel explores why it's time to scrap generational stereotypes in management, and dispels many of the biggest myths around how best to manage millennials.

Drawn from the book, these quick checklists will help you separate fact from fiction and see what you really need to do to keep your millennial workforce happy in five key areas—employee engagement, performance management, collaboration, recruiting, and technology.



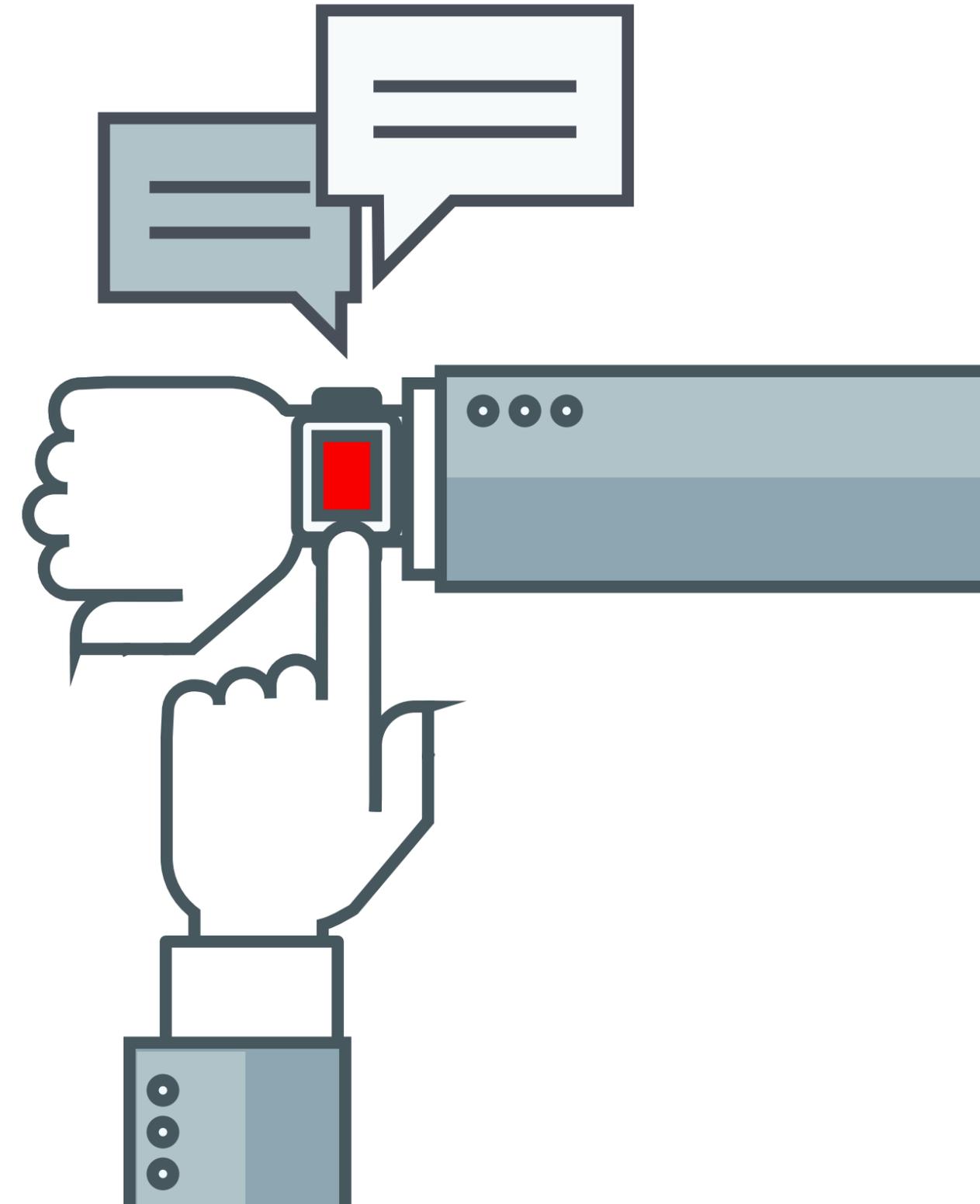
1 Employee Engagement

What you've been told: Millennials need constant recognition and praise, must be doing “meaningful” work at all times, demand a comfortable work/life balance, and are less interested in high compensation if those needs are met.

What's really happening: Millennials are engaged by very similar things to other generations. Each individual has their own preferences.

What you should be doing about it:

- Ignore the stereotypes and embrace the individuality of your team members
- Evaluate which factors are most important to each individual
- Check in with each team member regularly to see if anything has changed
- Take stock of your own personal strengths and weaknesses with motivating and engaging your team



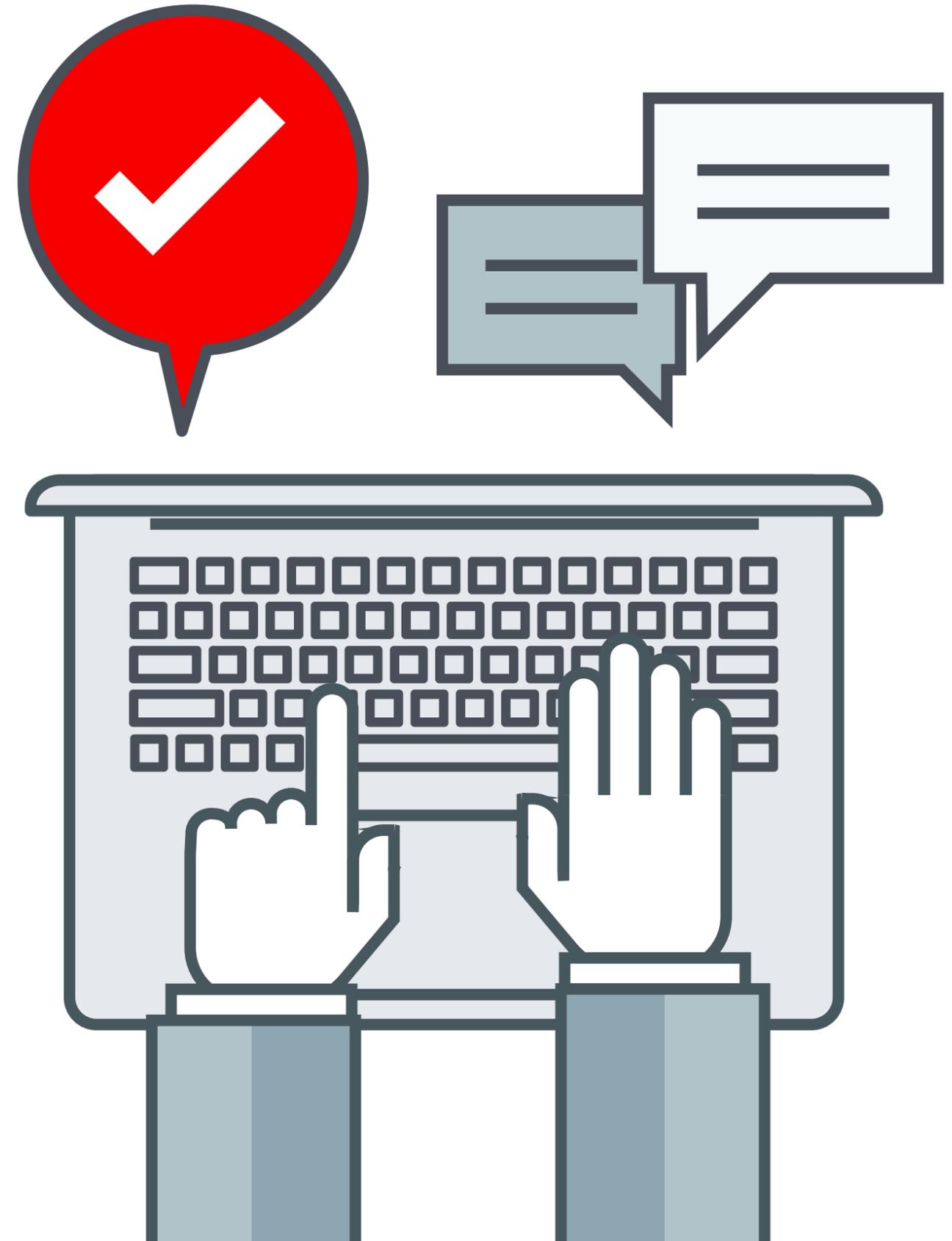
2 Performance Management

What you've been told: Millennials need a clear view of how they are contributing to the business, and need large amounts of positive feedback to cushion any negative feedback, or they will feel underappreciated.

What's really happening: Every individual has their own performance management requirements, and everyone responds differently to different kinds of feedback.

What you should be doing about it:

- Align employee goals with those of the organization, so everyone can work to targets that suit them, while contributing to the big picture
- Structure feedback clearly, and create a culture of continuous feedback where everyone is constantly aware of their own performance
- Create both formal and informal development opportunities, and work closely with individuals to see which suit them best



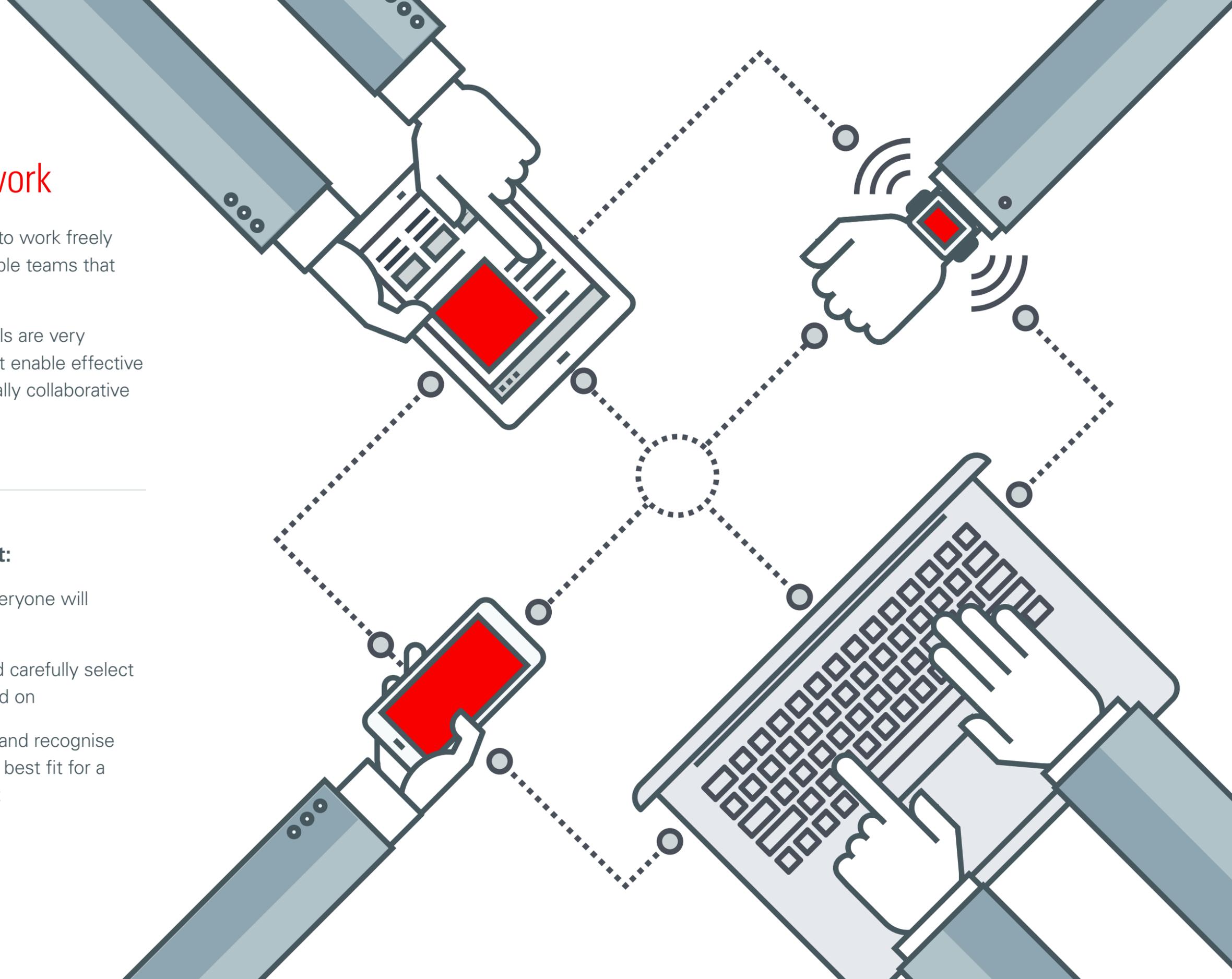
3 Collaboration and teamwork

What you've been told: Millennials want to work freely together, and are most comfortable in flexible teams that mostly keep in touch digitally.

What's really happening: While millennials are very confident with a lot of the technologies that enable effective collaboration, most are not any more naturally collaborative than other generations.

What you should be doing about it:

- ✓ Incentivise collaboration, as not everyone will naturally gravitate towards it
- ✓ Create a collaboration strategy, and carefully select projects that should be collaborated on
- ✓ Let teams decide how they work, and recognise when an individual may not be the best fit for a particular team structure or project



4 Recruiting

What you've been told: Millennials are attracted to flexible, modern employer brands that will enable them to work the way they want. They want to be an instrumental part of a prestigious organization that does something meaningful.

What's really happening: Everybody wants something different from their employer. Some seek a prestigious brand, others are looking for somewhere they can grow, and many just want a stable, rewarding job with a predictable progression path.

What you should be doing about it:

- Don't create a recruitment strategy around generational stereotypes
- Create an authentic employer brand that accurately reflects your business as a workplace
- Seek candidates through as many channels as possible to give yourself the broadest pool of talent to select from



5 Technology

What you've been told: Millennials are digital natives who are not only extremely experienced and comfortable with all aspects of technology, but they also use it in just about every area of their working and personal lives

What's really happening: Technology use habits and levels of experience vary wildly between individuals, and are based on far more factors than just age.

What you should be doing about it:

- ✓ Don't treat age as an indicator of technological prowess
- ✓ Take the time to select the right tools for your team, based on their individual technology experience
- ✓ Involve them in the process, and let their preferences guide your choices



Interested to learn more?

Download your complimentary copy
of Unfairly Labeled

If you'd like more tips on managing a multi-generational workforce, we have a limited number of complimentary digital copies of Unfairly Labeled© available to download.

Don't miss out—visit [here](#) today to request your copy.