

# UNDERSTANDING & ENGAGING TOMORROW'S LEADERS

Presented by Lindsey Pollak

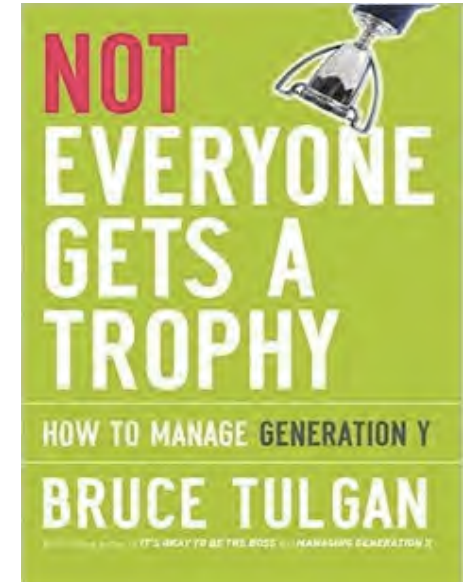
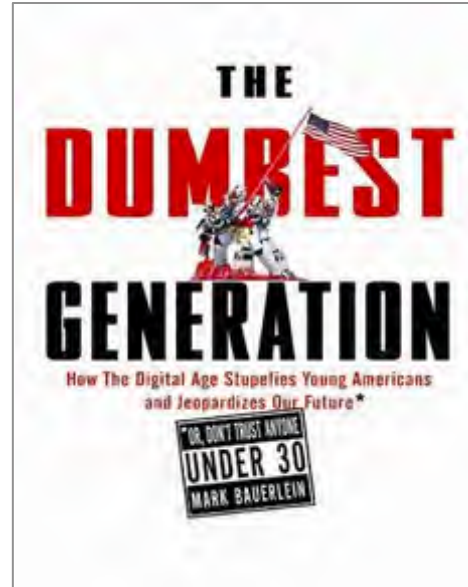
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APRIL 25, 2016



# Millennials overtake Baby Boomers as America's largest generation

# “MILLENNIALS”



“I see no hope for the future of our people if they are dependent on the frivolous youth of today.”

- Hesiod, 8th Century B.C.

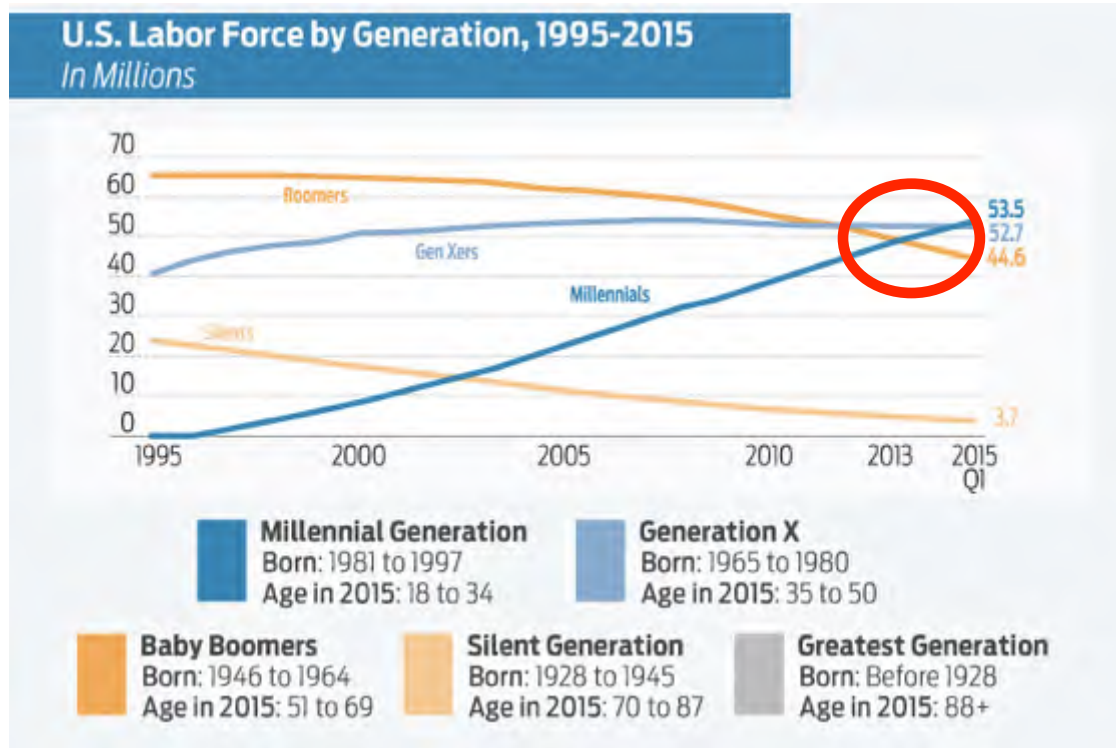
Generational change is not a problem to solve.  
It is an opportunity to embrace.

# GENERATIONS IN THE U.S.

GENERATION	BORN	U.S. BIRTHS
TRADITIONALISTS/SILENT	1928 – 1945	50 MILLION
BABY BOOMERS	1946 – 1964	76 MILLION
GENERATION X	1965 – 1980	55 MILLION
MILLENNIALS/GENERATION Y	1981 – 1997	80 MILLION
GENERATION Z	1998 –	

*Sources: Pew Research Institute, U.S. Census Bureau, Strauss & Howe*

# WHY NOW?



em • pa • thy

*noun*

The ability to step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide our actions.



# MILLENNIALS



- Came of age 1990s/2000s
- Children of “helicopter” parents, teachers and coaches
- Digital natives/social media pioneers
- Most diverse generation ethnically, culturally, economically
- New family structures
- First global generation

# GENERATION Z

- Coming of Age 2010s/2020s
- Second Baby Bust generation
- The “plurals” – redefining identity
- Post-financial crisis
- Questioning college
- Social media and mobile natives/robot & virtual reality pioneers



# 3 KEY GENERATIONAL TRANSITIONS

THEN: COMMAND-AND-CONTROL  
NOW: COACHING

THEN: UNIFORMITY  
NOW: VARIETY

THEN: NEED-TO-KNOW BASIS  
NOW: TRANSPARENCY



# COACHING

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# THEN: “DO AS YOU ARE TOLD”



# NOW: EXPRESS YOURSELF



# “WHAT FACTOR MOST INFLUENCED YOUR DECISION TO TAKE YOUR CURRENT JOB?”

- Opportunity for personal development (65%)
- Reputation of the organization (36%)
- Role itself (24%)
- Starting salary/rate of pay (21%)

- *PwC Millennials at Work Global Study, 2012*

# “WHICH OF THE FOLLOWING TRAINING/ DEVELOPMENT OPPORTUNITIES WOULD YOU MOST VALUE FROM AN EMPLOYER?”

- Working with strong coaches and mentors (28%)
- Changes/rotations of role to gain experience (21%)
- Support for further academic training (19%)
- Formal classroom training (6%)

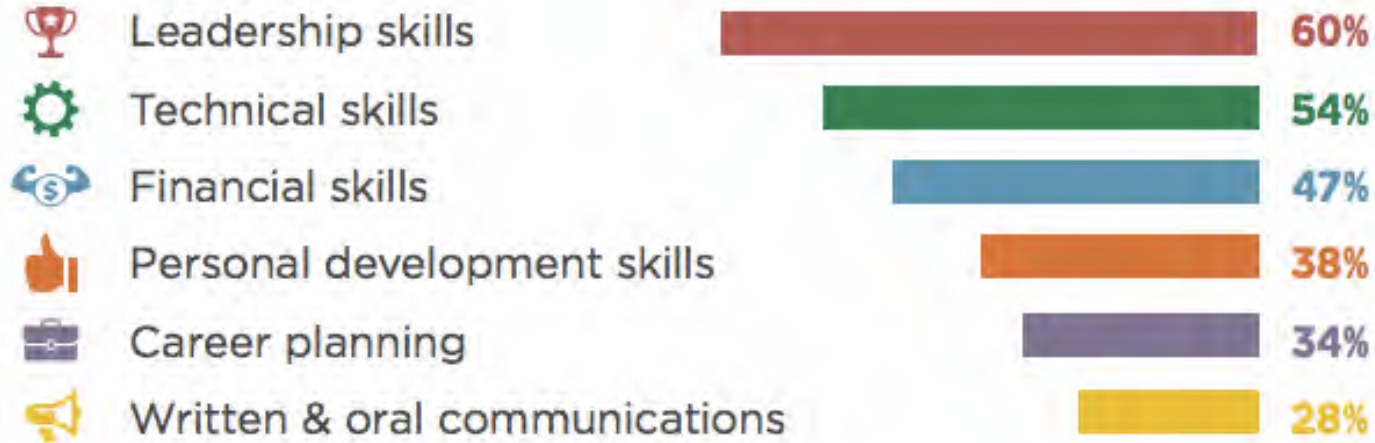


# THE HUMAN CONNECTION

<b>How important are factors below when considering a job?</b>	
<small>(Web surveys are based on a scale of 1 (low) to 5 (high). The 'Top Box' column records the percent of students rating items as 5.)</small>	
	<b>Top Box %</b>
<b>I worked there (e.g., as an intern) and had a good experience</b>	<b>90.7%</b>
<b>Someone there met me and I feel some connection</b>	<b>76.0%</b>
<b>A friend or relative suggests I consider them</b>	<b>72.7%</b>
<b>A professor or staff member suggests I consider them</b>	<b>63.4%</b>
<b>They participate in a class and make a positive impression</b>	<b>57.2%</b>
<b>An alum from my college works there and suggests I consider them</b>	<b>54.9%</b>
<b>They attend a campus Career Fair</b>	<b>45.6%</b>
<b>They post a position online with my university Career Services office</b>	<b>41.7%</b>
<b>They text/email me encouraging me to apply</b>	<b>43.3%</b>
<b>They post a position online to Monster, CareerBuilder or similar</b>	<b>23.1%</b>

# MILLENNIAL WANTS VS. NEEDS: A SHARED RESPONSIBILITY

When asked about the types of training they want from their employer, Millennials said:



# THE DARK SIDE OF PERSONAL DEVELOPMENT: THE ZUCK EFFECT





WHAT WORKS:  
**COACHING**

# WHAT ARE ORGANIZATIONS DOING?

Education Example: More intensive, customized advising services

**Takeaway: One-on-one services are in higher demand than ever. How can you provide more?**

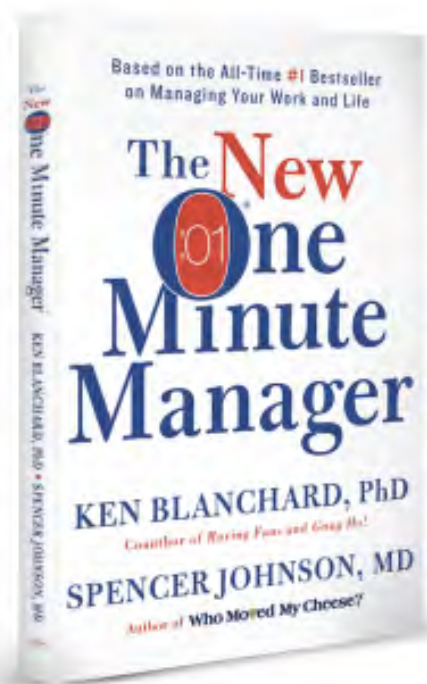
Workplace Example: Including junior employees in key meetings, “Come sit and my office...”

**Takeaway: Apprenticeship works. Can you provide more opportunities for students to observe professionals?**

Workplace Example: Celebrating Gen Xers and Baby Boomers for supporting the next generations

**Takeaway: Can you include and discuss all generations in your classroom?**

# BE THE CHANGE: CREATE MICRO-MENTORING MOMENTS





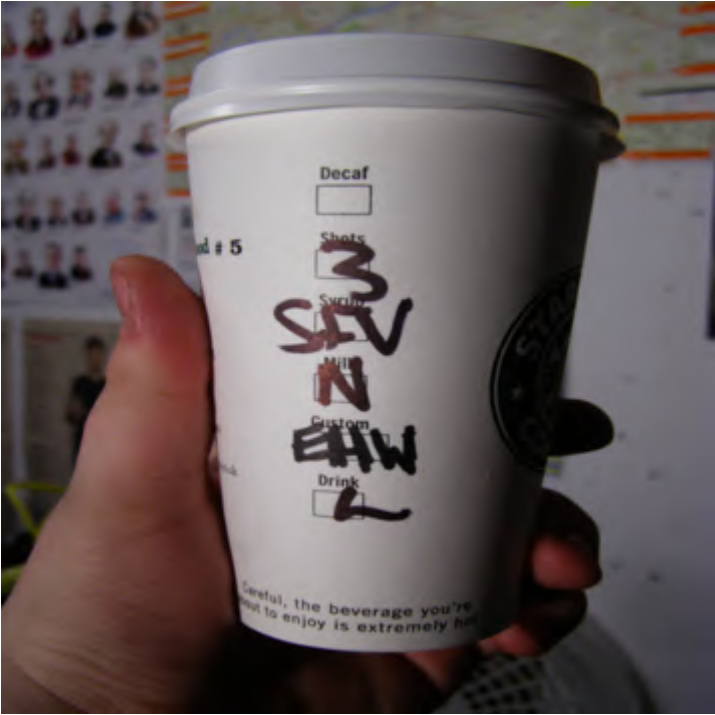
# VARIETY

# THEN: UNIFORMITY





# NOW: EVERYTHING CAN BE CUSTOMIZED



# AMAZON EXPECTATIONS



- Unlimited variety
- User reviews
- Recommendation engine
- Fast delivery
- Mobile
- New options daily

# INTERSECTIONALITY



# THE DARK SIDE OF VARIETY: TYRANNY OF CHOICE



WHAT WORKS:  
**VARIETY**

# WHAT ARE ORGANIZATIONS DOING?

Education Example: More multi-disciplinary and design-your-own majors and programs

**Takeaway: Provide options and opportunities for customization – but also provide guardrails and boundaries.**

Workplace Example: Offering student loan repayment as an employee benefit option

**Takeaway: Ask each generation what they want and need. Do not make assumptions based on your own preferences.**

Leadership Example: “Put an app on my phone”

**Takeaway: Expand empathy by asking people of different perspectives to share a recommended resource – a blog, Twitter feed, podcast, app, etc.**

# BE THE CHANGE: WHERE CAN YOU ADD A LITTLE MORE VARIETY?

The image shows a video player interface for a video titled "HOW TO GET FANTASTIC TESTIMONIALS". The video player is currently paused at the 17:52 mark. Below the video player, there are two buttons: "Listen to the Audio" and "Join the Discussion". Underneath these buttons is a "DOWNLOADS" section with the instruction "(Right click or control click to download)". This section contains three buttons: ".MP3", "Video", and "Transcript". Below the downloads section is a "RESOURCES" section, which includes a "Slides" button and a "Download" button. The video player interface is framed by a light gray border.

HOW TO GET FANTASTIC TESTIMONIALS

HOW TO GET FANTASTIC TESTIMONIALS

17:52 HD

Listen to the Audio Join the Discussion

DOWNLOADS (Right click or control click to download)

.MP3 Video Transcript

RESOURCES

Slides Download

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# TRANSPARENCY

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# THEN: THE VOICE OF AUTHORITY



# NOW: UNLIMITED TWO-WAY PLATFORMS



# ACCESS TO LEADERSHIP




A screenshot of a tweet from Barack Obama. The tweet text reads: "Hey, everyone: I'll be taking your questions online today. Ask yours here: [OFA.BO/gBof44](https://www.ObamaWhiteHouse.com/ask) -bo". The tweet has 3,866 retweets and 533 favorites. The interface includes a profile picture of Barack Obama, his name and handle, a "Follow" button, and icons for replying, retweeting, and favoriting. A row of user avatars is visible below the tweet, and the timestamp "3:08 PM - 29 Aug 12" is at the bottom.

**Barack Obama**   
@BarackObama

Follow 

Hey, everyone: I'll be taking your questions online today. Ask yours here:  
[OFA.BO/gBof44](https://www.ObamaWhiteHouse.com/ask) -bo

 Reply  Retweet  Favorite

**3,866** RETWEETS **533** FAVORITES

3:08 PM - 29 Aug 12 · Embed this Tweet

# THE IMPORTANCE OF PURPOSE

What do you do at KPMG?

## I STOP CYBER CRIME.

During a widespread cyber attack, KPMG collaborated with our client to develop innovative ways to protect critical systems, making the digital world safer.

KPMG. You're here for a purpose.



**KPMG** Inspire confidence. Empower change.

What do you do at KPMG?

## I KEEP JOBS IN THE USA.

KPMG helps companies obtain federal tax credits available to them for keeping research and development jobs in America, which enables additional R&D funding that creates even more jobs.

KPMG. You're here for a purpose.



**KPMG** Inspire confidence. Empower change.

# THE DARK SIDE OF TRANSPARENCY: “BIG BROTHER IS WATCHING YOU”



# BE THE CHANGE: SHARE YOUR STORY





WHAT WORKS:  
**TRANSPARENCY**

# WHAT ARE ORGANIZATIONS DOING?

Education Example: Net tuition pricing calculators and more detailed career outcomes reporting

**Takeaway: What gets measured gets improved. (And Millennials especially trust data.)**

Leadership Example: Transparent assignment design – being explicit about purpose, assignment tasks and criteria for success

**Takeaway: We don't know what we don't know. Be explicit and always explain the WHY.**

Workplace Example: Town Halls and Ask-Me-Anything Sessions

**Takeaway: Young people trust leaders who are forthright and available. (And leaders benefit from the increased interaction, too.)**



# THANK YOU



For a list of the resources  
mentioned today...

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