

The Coach's Guide to GOING STEADY WITH MILLENNIALS

With new commentary on employee engagement from the authority in workplace coaching.

a collaboration with:



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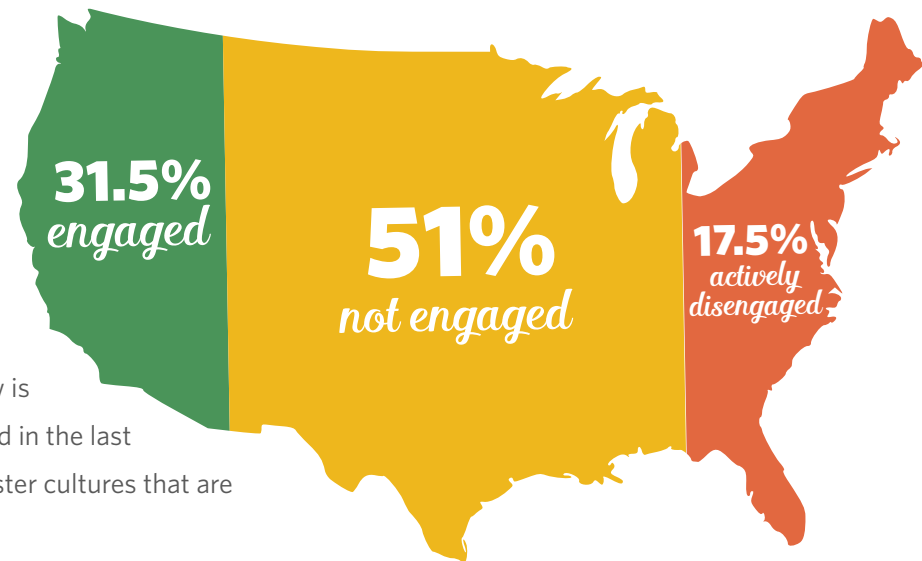
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Chasing Illusive Employee Engagement

Organizations have spent the last 15-20 years chasing illusive employee engagement. Some organizations experience great success while others gain nominal progress at best.

A recent publication stated that less than one-third (31.5%) of U.S. workers were engaged in their jobs in 2014. The average is up nearly two percentage points from 29.6% in 2013 and represents the highest reading since 2000, when Gallup first began tracking the engagement levels of the U.S. working population. However, a majority of employees, 51%, were still “not engaged” and 17.5% were “actively disengaged” in 2014.

What is curious about engaging employees, and what many of the most highly praised companies (employers of choice) already know is that engaging the employee workforce has not significantly changed in the last 20 years. What has changed is the workforce's tolerance for lackluster cultures that are not focused on high performance and achieving meaningful results.



NOW INTRODUCING: *The Millennial*

This up-and-coming generation is thirsty to learn, grow, contribute, and advance in the business world like no generation before. Not satisfied with the status quo, this generation is speaking up—and loudly—when it comes to what they will and will not accept in corporate culture. They want to be engaged in a meaningful way and they want to be recognized for what they bring to the table.



What they want is Coaching—aka, the key to creating engagement and high-performance cultures. This guide breaks down the basics of coaching, building sustainable relationships, empowering, and ultimately engaging the millennial generation. And by the way, if you can go steady with a millennial, the rest of your workforce will thank you too.



“Coaching is simply the mindset and tools you use to impact people, their decisions, their actions, and ultimately the results that they produce. It’s a powerful and versatile way to influence performance.”

-Alan Fine

Coaching: Could it be the Silver Bullet of Engagement?

It's time to stop chasing illusive employee engagement and start coaching. Engagement will follow, along with impressive results.

Case in point...

Organizations like [eBay](#), [Starbucks](#), and [Shaw Industries](#), top employers of the millennial generation, are yielding exponential increases in employee net promoter scores, employee-initiated process and lost-time accident improvements, and employee accountability.

But you don't have to take our word alone, a recent research article published by Human Capital Institute (HCI) and International Coach Federation (ICF) concludes that a strong coaching culture yields higher individual and team performance, while producing tangible business results. The study revealed coaching cultures²:



See **79%** higher
employee engagement



Experience **70%**
increased productivity



See **81%** improved
team function

Not sure yet?

Read on to explore how coaching is used to engage millennials (or any generation for that matter).

Coaching— Not New, But Newly Revolutionized

Coaching is no longer what leaders use to correct or manage out the underperformer; it is the approach that the most successful leaders use to tap into the potential of every team member to accelerate performance. Coaching is the key competency that builds high-performance cultures that deliver on critical measures like **Innovation, Customer Satisfaction and Retention, Increased Profitability**, and many others.

Who Are These Millennials and Why Is Everyone Talking About Them?

It seems like the term millennial just started showing up a few years ago, and now it's all you hear about. Search the word "millennial" on the internet today and you'll find 16,600,000 results in just 0.35 seconds.

Why so popular?

Millennials represent the largest part of our population and now that they're entering adulthood (graduating, getting jobs, buying lots of goods) **and taking over our workplaces, everyone wants to know more about them.**

Better yet, everyone wants to know **how to work with them, and more importantly how to get the best out of this generation of "go-getters."**

Here's the reality:



Nearly **60 million** millennials are already working. That's **1 in 3 of your coworkers**.³



By 2020 they'll make up **46%** of our employee base.



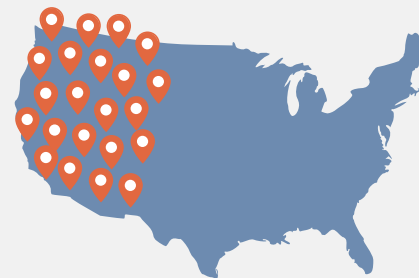
Roughly **10,000 Baby Boomers** will turn **65** today and EVERY day for the next 18 years.

84%

Generation X's labor force participation rate **peaked way back in 2008** at 84%.³

FACTUALLY SPEAKING *on millennials*

Though there's no real consensus on exactly when the millennial generation was born, most agree the range is between **1980** and the **mid-2000s**. That means the **oldest millennial is 35** and the **youngest is around 9**.⁴



At over **92 million**, millennials represent the largest segment of the U.S. population. Yes, there are **more millennials than baby boomers**.⁵



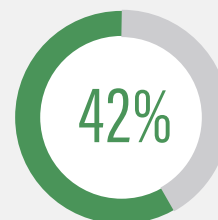
Millennials were
the first babies
born with the Internet.

They are the most diverse and educated generation ever.

42% identify as
non-Hispanic white

&

61% of adult millennials
have **attended college**.⁶



Millennials Matter: Check Out These Credible Contributions

The oldest of the millennials are in their early thirties and therefore just beginning to climb the corporate ladder. Driven by an entrepreneurial spirit and a love of technology, this generation will lead to **innovations in budgeting, planning, investments, and development** unlike anything we've experienced prior.

And in case you haven't already noticed, take for example:



Billionaire millennials Evan Spiegel and Bobby Murphy. Thanks to their mobile-messaging app **Snapchat** (valued at over 16 billion by investors) they just made the Forbes 2015 list of the 400 richest Americans.

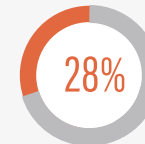
And then there's,



Shiza Shahid, who at age 24, co-founded the **Malala Fund** with Pakistani school-girl activist Malala Yousafazi to ensure that girls worldwide have access to a quality secondary education.

This generation is achieving career milestones in their 20s that previous generations could only aspire to in a lifetime. Fueled by a belief that they can change the world, they are filling in the desks around each of us, in every office around the globe—with expectations of making an immediate impact on results. There is no doubt, millennials matter.

The Millennial in the Cubicle Next Door⁷



Are **already management level** (28% anyway)



aspire to management within 10 years

68%

of hiring managers believe **millennials possess skills the previous generation didn't** (and we're not just talking technology)

Engage or Lose: Will You Capitalize on Millennial Potential?

ENGAGE WHAT *Matters Most*

If you are after the hearts and minds of millennials, and serious about unlocking their individual or combined potential, you must first think like a millennial. It's easy to get caught up in the outcomes that we all desire...you know those tangible business results (i.e. profit, retention, growth).

Those are all outcomes of high-performing, engaged employees. However, to capitalize on millennial talent, we must start by engaging in matters most important to them.

- ▶ **Innovation and Technology**
- ▶ **Social Sharing and Community**
- ▶ **Personal and Professional Development**

Ready to experience the impact of engaged millennials? Let's break down innovation and technology, social sharing and community, and personal and professional development, and how coaching directly influences engagement in each of these areas.

Millennials are literally the future.
Will you maximize their contribution?

TO EMBRACE **OR** NOT TO EMBRACE



Innovation



Turnover



Creativity



Engagement



Social responsibility



Productivity



Global awareness



Institutional expertise



Millennials Already Know How to Be Great

"It's my fundamental belief that the biggest obstacle in performance isn't knowing what to do; it's doing what we know—or taking action. I can't think of a generation that solidifies my belief in individual potential more than millennials. How do I know? First, I am the proud parent of two millennials who have kept me on my toes since the day they were born, inspiring and teaching me to be a better parent/coach. Second, in my work with organizations around the globe, talking and strategizing with senior leaders, I am consistently left awe-struck at the stories they share about what happens when people are

freed up to do their best stuff. It's not a coincidence; these rising superstars have mounds of existing knowledge, faith—belief in themselves and their peers, and fire—passion and ambition to achieve. It is our job as leaders, or better yet coaches, to guide and direct their focus and to turn on their greatness by leveraging what they already know.

How do we turn on greatness? It's simple really. We make it safe for people to explore their own experience, a key component of effective coaching. "

-Alan Fine



Generation Innovation



The Situation: The millennial generation is the most “connected” in history. In terms of technology, they are **influenced** by it, **comfortable** with it, and thereby **DRIVING INNOVATION** unlike any generation prior.

71% of millennials believe that business innovation improves society

62% see themselves as “innovative”

Only **52%** feel their current company supports innovation⁸

More than salary, job title, or any of the usual perks, millennials tend to value a culture of innovation above all else. They are driven to thrive creatively and to help businesses better societies through the use of technology and process innovation.

It's no surprise that companies with a formalized innovation strategy grow revenue faster than those without. Yet, so many organizations are late adopters of cultures of innovation because they are deeply rooted in the way things have always been. The way things have always been may just be the single most deadly phrase for dis-engaging millennials.

Collaboration is King

In a recent online survey, millennials confessed that collaboration is the secret to true success.



82% believe **collaboration** drives innovation

77% believe **business success is fueled by teams**



36% see themselves in “competition” with colleagues⁹



Coach's Counsel—Engage the Innovator Inside

Technology reigns in business today. It no longer suffices to be a sophisticated end user. Every employee needs to embrace it, understand it, and even internalize it to keep up with the pace, but more importantly, rise to the innovation challenge. Millennials have an embracing enthusiasm for learning that technology fuels, enabling them to achieve higher levels of engagement, and in turn innovate.

Although some organizations have risen to the challenge, and are fantastic at embracing our newest generation of employees—their enthusiasm for technology and quest for continuous learning—most are still wrestling with how best to unleash their potential, and therefore, innovation. Part of the problem is that most organizations still employ an older, more traditional, “outside in” approach. This approach assumes that the secret to performance improvement is to tell people what they should do. So they offer development based around training programs that include tutorials, webinars, and virtual textbooks that frequently rely on outlining “proven” policies and procedures they expect employees to simply follow. These approaches are innovation crushers.

Unfortunately, giving lectures and seminars are methods of teaching that millennials don’t respond to. It’s not that they aren’t interested in learning; thanks to technology millennials are continual learners.



However, millennials force us to distinguish between teaching and learning. They value flexibility and collaboration; they want to discover new ways of doing things.

As a coach, you must meet millennials where they are because they will not tolerate anything else. You must extend empathy to and have visibility into their faith—what they believe and value, fire—what lights them up, gets their energy going, and focus—what they are always paying attention to. You must honor bold ideas, value new perspectives, and create an environment where **successes and failures are celebrated**. This often requires some letting go on the part of the coach, letting go of the urge to judge and evaluate ideas into good and bad as soon as they are discussed. Only when you've made it safe for people to explore their own experience, will engagement and therefore innovation be realized.

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1. *Honor*
BOLD IDEAS
 2. *Value*
NEW PERSPECTIVES
 3. *Create an Environment*
WHERE FAILURES AND SUCCESSSES
ARE CELEBRATED
-



Social Sharing and Community



The Situation: Millennials are not just virtually connected via social networks—they are actively connected to their **families, local communities,** and the **world at large.** In fact, as the first generation to be born with the internet, they almost don't know how to disconnect. But, it's more than just being in conversation; it's about being in conversation on the topics that matter most to them, and having a influential voice in whatever community they belong to.

Environmental concerns, the global economy, and social injustice are tops on their lists of issues that need to be addressed and they are speaking out about.

- **75%** of millennial leaders from 29 different countries feel businesses are more focused on their own agendas than improving society, and
- While they agree that companies are formed to create wealth, they feel businesses have a symbiotic responsibility to increase opportunities for the disadvantaged and to make the world more innovative and sustainable⁸.

And while their cause-oriented approach to community, business, and overall connectedness is likely directed with positive intentions, millennials get stuck in the workplace, and therefore become disengaged, by the slow response of leadership to adopt a new way of thinking and implement change. The challenge and the opportunity: coach millennials to have thoughtful, focused dialogue that has the power to influence.



Millennials Around the World



The #1 concern global millennials share = the economy. 68% feel personally affected on average; in Spain 86%, Italy 85%, and 80% in Greece.¹⁰

In general, most millennials share a strong sense of global community including...¹⁰

- ▶ tolerance of other people/nations/ideas
- ▶ flexibility—accept and adapt to change
- ▶ positivity and creativity
- ▶ curiosity about the world



Coach's Counsel—Empower an Influential Voice

Collaboration, sharing, making contributions, and being heard are all markers of high-performance companies. The coach plays an integral role in helping each contributor find a meaningful and influential voice. This leads to a healthy work environment, increased performance, employee satisfaction, and ultimately, results.

Despite their degrees and ever-increasing technological expertise, many of us perceive this new generation as immature. We see them as inflexible, or feel they're disrespectful because they question our way of doing things, or even worse, vocally demand we do things differently. They expect opportunities, promotion, and consideration when they haven't the least bit of experience in our field. They don't accept our standard "command-and-control" approach to management and they don't respond well to simply being told what to do. Millennials want to engage in the business. They seek to personally experience how things work and to collaborate with others, no matter their title or tenure.

But wait, we've already established that this generation brings creativity, innovation, and zero tolerance for status quo. Don't we want to empower them with a voice? Of course we do.



As a leader, it is our primary job to coach—to help our people find their best selves. It is our responsibility to tap into the greatness of each individual and help s/he take action. It starts with creating an environment where people feel safe enough to explore their own thoughts and feelings. An environment where if they see things differently from us, we don't make it about a right way and a wrong way, but where both possibilities can be valid. Where the possibility of the commitment and energy they bring to their idea (even if it's less than perfect) is better than compliance with which they will execute our idea. It usually requires that we put our guard down, practice active listening, respond with questions, and when appropriate, add perspective rather than advice to help shape an opinion. Giving audience to constructive ideas or even criticisms is the start of empowering a voice.

Use these Three Questions to Engage and Empower Healthy Discussion that Challenges the Status Quo:

1) **What's working?** 2) **Where are we getting stuck?** 3) **What could we do differently?**

 [Watch a video demonstration](#)



Personal and Professional Development



The Situation: Millennials are all about achieving their very best, and unlike Gen Xers who attributed work ethic as their most valuable commodity, millennials seek personal development in terms of education, career growth, and giving back. Not only do they seek the fast track for advancement, they want routine conversations, feedback, and recognition along the way.

In terms of asking, here's specifically what they're asking for:

- top-down team collaboration
- flexibility in terms of time & responsibilities
- opportunities to telecommute
- regular performance conversations/coaching
- mapped out plans for career advancement
- paid volunteer hours

And here's what they're NOT asking for:

- lengthy training manuals and lecture-based seminars
- HR policies enforcing time management
- ineffective annual/quarterly reviews

When it comes to development, millennials seek to be coached.

Coached to be better at their job, coached to become an organizational leader, coached to be his/her personal best. But unfortunately, today roughly two-thirds of millennials feel the attitudes of “management” are barriers to innovation and their personal development. They say older companies share a reluctance to take risks and a reliance on existing products, services, and procedures ⁽¹¹⁾.

On the flip side, their dream employer fosters innovative thinking, invests in employee personal development, and makes a positive contribution to society ⁽¹¹⁾.

With over 75% of the global workforce being comprised of millennials by 2025 ⁽¹¹⁾, we're sure to see this generation start filling leadership positions, and at a rapid pace, in the next few years. **Will they be ready?**



Coach's Counsel—Embrace the Quest

Ambition, creativity, innovation, tech-savvy. What's not to embrace? When it comes to engaging millennials, we should be elated that tapping into these qualities is our challenge. Embracing the millennial quest for greatness—and the corner office—is about coaching them to establish clearly defined goals with actionable and realistic Way Forwards.

Ultimately everyone is looking for an effective tool to help people flourish in their jobs. Not just to earn more money or to establish goals, but to ignite passion for personal development and business success. Why? Because we know, both instinctively and from research, that organizations perform better when individuals are growing, improving, and contributing in a way that is meaningful to them.

In the past, we've looked to static training programs and inflexible management programs to "help" with employee development, but ultimately, they have failed. What we need is flexible, individual plans for development that engage both the manager and employer in a collaborative effort to grow together. Millennials don't want to be "managed;" they want to be coached. They have already taken responsibility for their own development. They want to be supported in doing this by being coached effectively. Crucially, this means helping them figure out their own solutions.



One of the most powerful tools a coach can use to do this is a map of the decision-making process that helps the “coachee” clarify the key steps. The GROW Model keeps the coachee in charge of determining the Goal, Realities, Options, and ultimately, selecting one or more Way Forwards (actions). Using The GROW Model encourages the individual to take ownership for his/her own development, and the coach is there as an accountability partner and to help remove things that get in the way. Millennial or not, individuals with ownership of their own success are significantly more likely to take action on and achieve their goals.

The GROW Model: A Decision Making Framework

Try using this in your
next career progression
conversation.



- The GROW Acronym represents the four core components of any decision-making process:**
- G:** The “Goal” the individual seeks to achieve
 - R:** The “Realities” a person should consider in the context of the decision process
 - O:** The “Options” open to the decision maker
 - W:** The “Way Forward”—a specific action plan that maximizes the precision and proactivity of the GROW Model



Start Coaching from the Inside Out (It's for Everyone)

At InsideOut, we assume each performer has the capacity to learn and therefore, perform.



And as a leader, you engage (get the best out of everyone) when you start coaching.

Coaching is the most efficient way to help others discover solutions and commit to actions on almost anything. Whether you're trying to improve engagement when it comes to innovation, building a culture of high performance, or aiding someone in growing professionally, use the helpful tools in this guide to get started, today. Your people will thank you.

Millennials are here and they're at the forefront of a new movement in performance and it is changing the way we all do business. To remain relevant as the workforce changes, we've got to embrace their mindset and change our game...not just for millennials, but for everyone.

Stop chasing illusive engagement. Start coaching.



"In business, we're always in dialogue. It's what makes everything happen. And the most effective managers recognize that engaging in dialogue is one of their key responsibilities. The best managers initiate and conduct conversations in such a way that every dialogue helps the employee flourish. Rather than wait for one huge conversation a year, an effective manager offers feedback and follow up in real time—whenever the performer needs it."

-Alan Fine

#RealTalk About Your Coaching

Need a quick check in? Clip and save this reminder to keep your coaching **#onpoint**.

Which Leader Are You?

Ask yourself am I:

COACHING

Having more impact in every conversation.


- Freeing people up to do their best ?
- Being supportive?
- Making it safe for others to explore their best thinking?
- Boosting confidence and performance?
- Actively listening?
- Encouraging others to find solutions?

OR

NOT COACHING

Having little impact or influence in conversations.

- Shutting people down?
- Striking fear in others with mandates and ultimatums?
- Stifling creativity and innovation?
- Telling and/or advising?

 InsideOut DEVELOPMENT™

ABOUT *The Creators*



Alan Fine

**Coaching Thought Leader *and*
New York Times Bestselling Author**

Alan Fine is an internationally sought after performance innovator, the co-creator of the widely recognized GROW Model, and

pioneer of the modern-day coaching movement. In addition to his work in human performance, Alan is also a New York Times Bestselling Author, keynote speaker, well-respected business executive, and professional athlete coach. He has dedicated the past 35 years to helping people from all walks of life elevate their performance and unlock potential.

Alan's work has significantly impacted the organizational culture and business results of companies like IBM, NASA, Honeywell, GAP, and Coca-Cola. Alan's thought leadership on the nature of performance and the art of coaching for performance improvement includes his New York Times Bestselling book, *You Already Know How to Be Great*, as well as numerous other research articles and publications.

To learn more about Alan and his message, visit alan-fine.com.



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Tiffany is the Vice President of Marketing at InsideOut Development and the content architect behind *The Coach's Guide to Going Steady with Millennials*. A millennial

leader herself, Tiffany brings over 15 years of experience in marketing and sales team leadership, content marketing strategy and architecture, and digital marketing. In this latest publication, Tiffany and her team of rock star content developers share their collective expertise to deliver a new perspective and sizzle to the topic of engaging and capitalizing on millennial talent.

A communications graduate from the University of Utah, tenured marketing leader, mother of three (and one on the way), and youth basketball coach, Tiffany leverages all of her life experiences to bring thought-provoking content together to tell an engaging story.

For more on Tiffany and her career experience, visit www.insideoutdev.com/company/leadership-team/

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