



Motivating and Managing Millennials in Construction

Joel C. Pickering, CET, CHMM

Senior Vice President

October, 2015

Sponsored by



for the
Associated Builders and Contractors
Webinar
Oct, 2015



AGENDA

Introduction	04
Safety Moment	05
The Generations	06
Recommendations	09
Wrap up	25
Thank You	26



Joel C. Pickering

Safety Positions lendlease
2003 – Present

Retired Deputy Chief
Middleborough Fire
32 years

Retired Captain
US Navy
30 years

lendlease



Will You Share a Safety
Moment With Me ?



lendlease

- Born 1976 - 2004
- Millennials will overtake baby boomers in the workforce this year
- 4 generations in the workplace
- Technological change, globalization & economic unrest are part of their life
- Slow to marry, and move out, ownership of homes and autos
- It's important to be aware of generational tension – it's your job to help your employees recognize that they each have distinct set of skills and different things they bring to the table



WORKPLACE CHARACTERISTICS

	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Work Ethic and Values	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work Is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
Interactive Style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Communications	Formal Memo	In person	Direct Immediate	E-mail Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Messages That Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
Work and Family Life	Ne'er the twain shall meet	No balance Work to live	Balance	Balance

*As this group has not spent much time in the workforce, this characteristic has yet to be determined.

What Millennials Want

...from their boss

TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS

Will help me navigate my career path

Will give me straight feedback

Will mentor and coach me

Will sponsor me for formal development programs

Is comfortable with flexible schedules

...from their company

TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A COMPANY

Will develop my skills for the future

Has strong values

Offers customizable options in my benefits/reward package

Allows me to blend work with the rest of my life

Offers a clear career path

...to learn

TOP FIVE THINGS MILLENNIALS WANT TO LEARN

Technical skills in my area of expertise

Self-management and personal productivity

Leadership

Industry or functional knowledge

Creativity and innovation strategies

15 Tips for Motivating and Managing the new workforce

Hierarchy of needs



Set up mentorships

They have mastered the use of the Internet/social media, they can share that knowledge with older employees in exchange for knowledge on processes, techniques and nuances paramount to in an organization.

lendlease



Target communications to the generation

Each group has its own
favored method of
Comms. Baby Boomers
prefer Face to Face, Gen
X or Millennials may prefer
an email

Focus incentives to the right audience

Some may prefer monetary rewards, while others may prefer time off from work. This flexibility makes the incentive more personal and effective

lendlease



Recognition works

Raised with constant praise and reinforcement. Accustomed to words or reinforcement, more so than previous generations. A few words of praise may be more motivating to them than an older worker



Use flexible benefits

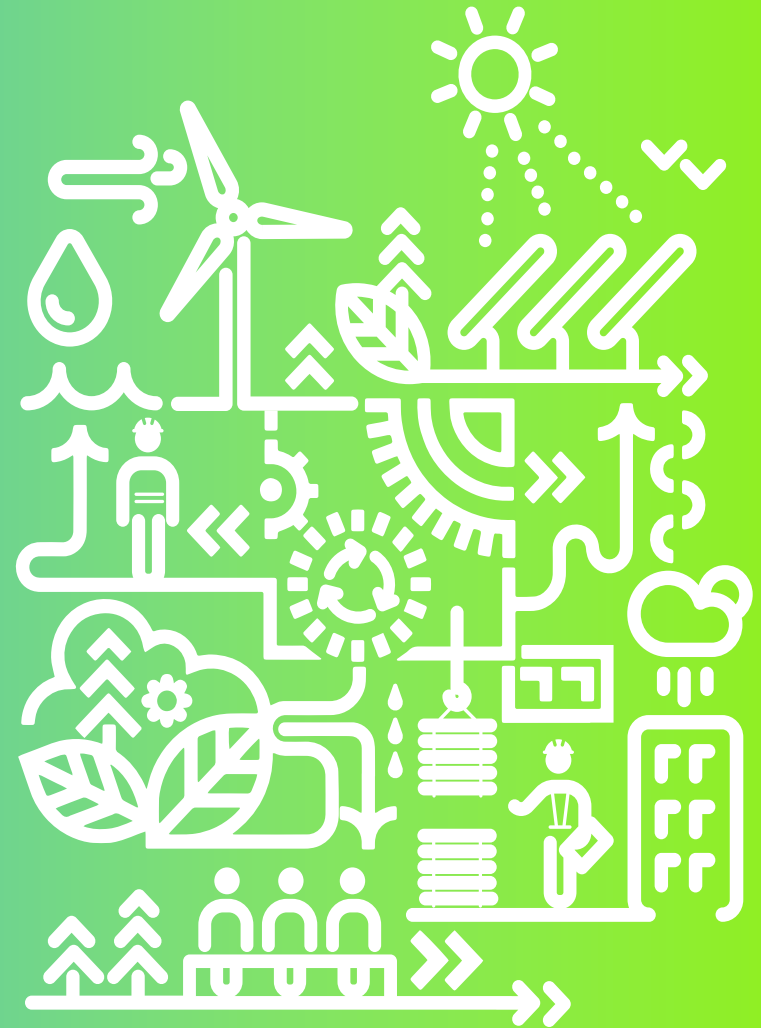
With a growing number entering the workplace, companies should re-evaluate their recruiting methods and employee benefits packages. While salary is important, enticing top talent might also require a comfortable workplace, flexible hours and options to telecommute.

lendlease



Challenge with Multitasking

Millennials are good at performing several tasks at the same time. They want a variety of tasks and the expectation that they accomplish all of them. Giving them challenges creates a stimulating workplace, as long as they are not overwhelmed.



Clarify growth potential

Millennials need to see where they are headed, they want to know exactly what they need to do to get there. They accept hard work and dedication will lead to advancement, they want more clarity and direction.



Provide Structure

Show that reports have specific due dates, rather than suggested ones. Regular hours of attendance. Meetings have agendas and minutes, rather than free-flowing conversations. Goals need to be clearly detailed and progress assessed. Define assignments/success factors

lendlease



Get them involved in teams

They are generally confident with their opinions and want to be engaged in improving the workplace. They will eagerly seek new ways to apply ideas. They will like the social interaction that teams provide, as well as the opportunity to share opinions. The teams can extend beyond the work area.



Provide feedback and coaching

A “can do” attitude about work activities and tasks at work, and most search for feedback and coaching on their performance. They are self confident and enjoy having their confidence reinforced or corrective critique provided.

lendlease



Show use of technology

They are comfortable with technology, its benefits the organization to integrate technology into the job. They will enjoy the challenge of the application. They embrace social media very closely. You may have to remind them that breaks and lunches are permissible for those activities, not during normal working hours.

lendlease



Provide leadership and direction

Because of how they were raised, millennials often want to look up to their leader and learn as much as possible. This requires time and commitment to develop. They expect one-on-one guidance. Take the time to explain the big picture. If they understand the logic of the approach, they are more likely to be able to troubleshoot it when it does not work



Avoid boring, repetitive tasks

They easily get bored if they are assigned tedious tasks. Intermittently alternate more stimulating/challenging tasks

They may not retire at your company

Millennials are often described as overly self-absorbed. There is a trend with them toward personal branding. This self-awareness may cause many to not develop the degree of loyalty to organizations that previous generations have.


What they value in a job, Exciting work, Flexibility, and Control.

If advancement does not come at a rate they feel is right or the work doesn't appear exciting or fun, they may look for greener pastures and move on.





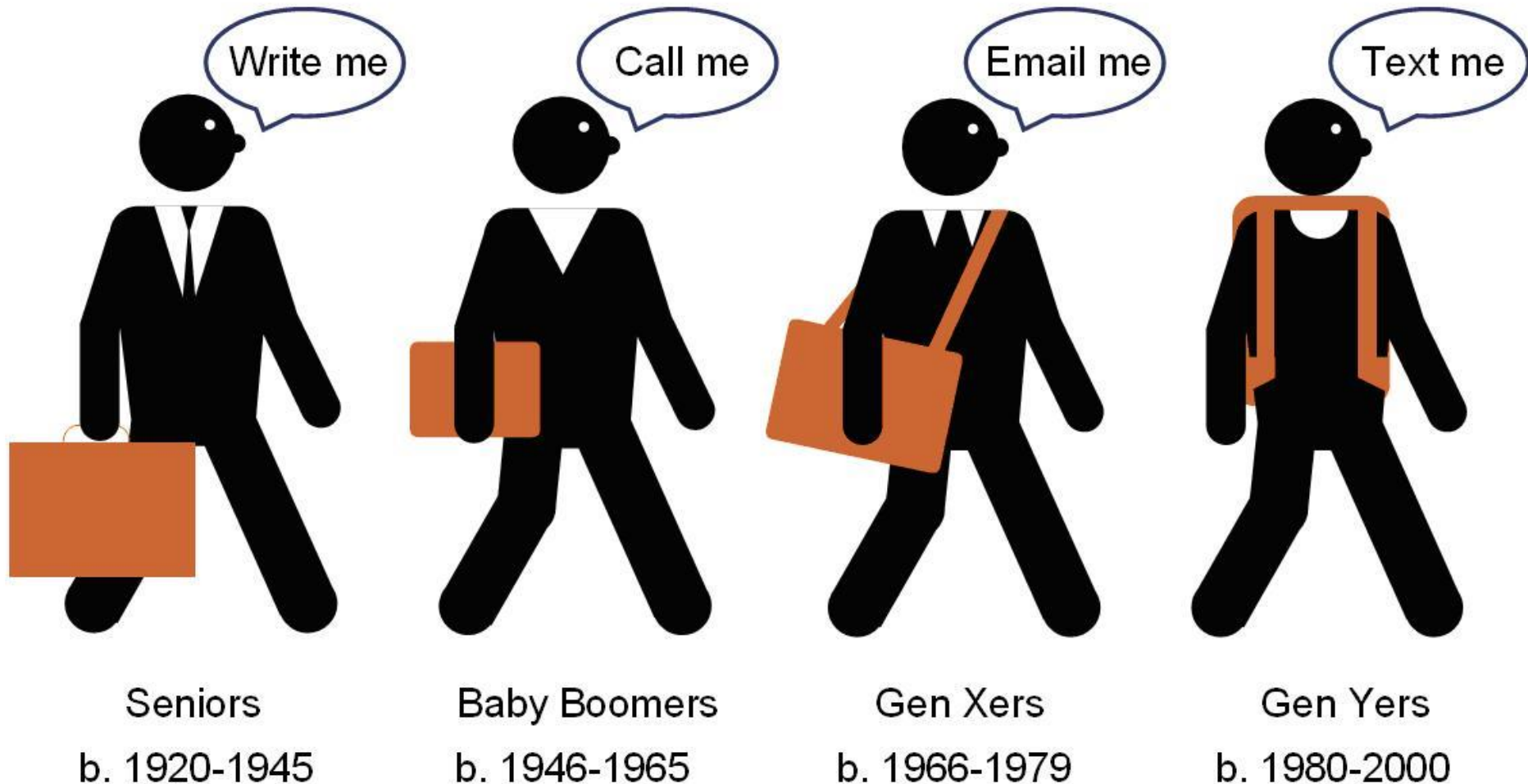
**They expect a
balance of work
and life.**



**They don't live to
work, they work to
live.**



Our four generation workforce provides challenges



Wrap up

It is reported that, in general, millennials are more creative, entrepreneurial and open to change than older workers. View this as an opportunity, rather than an issue.



Thank You

GENERATIONAL DIFFERENCES



PARKS: THE NEW CLIMATE CLASSROOM

LLOYD DANGLE

People Management is Changing



Competitive Recruiting Environment



Mobile Workforce



Collaboration



Alignment Impacts Success



Career Planning & Succession

Complete Talent Management Solution



Cloud-Based Talent Management Software



Recruitment
and ATS



Onboarding



Performance



Learning



Succession

Managed Services



FasTrack
Premier



Source Assist



Drug and Background
Screening

BirdDogHR Expertise



- Since 1997
- Pure SaaS
- 800 customers
- Complete Talent Management
- Focus on Federal Contractors, Construction, Engineering & Supply
- Roots in Recruiting & Job Boards for Construction & Skilled Trades

Resources Now Available at BirdDogHR.com

