Managing a Multi-Generational Workforce

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Who are the Millennials?

Millennials are the most traditionally diverse, digitally connected, and socially minded group of professionals

45.8 Million Millennials

Yet, millennials are less satisfied with their workplaces than members of older generations.

- Millennials change jobs approximately every two years.
- Millennials are 13% more likely to disagree with the statement that they feel excited to go to work.
- Millennials are 13% more likely to disagree with the statement that they feel attached to the organization.
- Millennials are 33% more likely to disagree with the statement that their work has an impact on the organization.


The impact of Diversity and Inclusion on the millennial employee experience.

Millennial Engagement:

Millennials are more actively engaged when organizations foster an inclusive culture.

- Millennials: 83%
- Non-millennials: 60%

*Note: The information presented on this slide is based upon 3,726 global professionals of all levels, ages, genders, races, ethnicities, and sexual orientation. For a description of the full methodology, please visit the paper on [http://www2.deloitte.com/us/en/pages/about-deloitte/articles/radical-transformation-of-diversity-and-inclusion.html](http://www2.deloitte.com/us/en/pages/about-deloitte/articles/radical-transformation-of-diversity-and-inclusion.html).
Millennial Empowerment
Millennials are more empowered when they believe the organization fosters an inclusive culture.

Millennial
76%
Non-millennial
61%

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Millennial Authenticity
Millennials are more true to themselves when they believe the organization fosters an inclusive culture.

Millennial
81%
Non-millennial
59%

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Millennial Perspective on Inclusion and Innovation
More millennials believe their organization fosters innovation when an inclusive culture exists.

Millennial
74%
Non-millennial
10%

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Defining diversity differently

Millennials view the definitions of diversity differently than other generations

Millennials are:

- More likely to focus on UNIQUE EXPERIENCES (35%)
- More likely to focus on RESPECTING IDENTITIES (32%)
- More likely to focus on IDEAS, OPINIONS, THOUGHTS (29%)

Non-millennials are:

- More likely to focus on INTEGRATION (28%)
- More likely to focus on REPRESENTATION (21%)
- More likely to focus on DEMOGRAPHICS (19%)

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And view the definitions of inclusion differently than other generations

Millennials are:

- More likely to focus on TEAMWORK (71%)
- More likely to focus on CULTURE OF CONNECTION (22%)

Non-millennials are:

- More likely to focus on EQUITY (31%)
- More likely to focus on ACCEPTANCE & TOLERANCE (28%)
- More likely to focus on FAIRNESS OF OPPORTUNITY (28%)

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Millennial Survey Respondents’ on Inclusion

Inclusion is having an impact at all levels, and having open lines of communication, transparency, and strategic initiatives communicated to employees by executives.

Inclusion is the work place... the place where people come together to accomplish one goal... where business relationships are formed because of daily interaction among staff members.

Inclusion is when you’re a part of the process, your opinion counts, and we’re working together to a common goal. It’s being accountable for decisions that you are part of.

Developing a cognitively diverse culture

Millennials are rejecting models based on representation in favor of diverse experiences and perspectives

- Break down formal, inflexible hierarchies.
- Encourage millennials to contribute solutions through apprenticeship.
- Adopt social collaboration tools.
- When appropriate, facilitate opportunities for millennials to manage diverse, rotating project teams.

About the study

Meet the Authors

Christie Smith, Principal

Christie is the Managing Principal for Deloitte Consulting LLP in the west region of the United States. Her responsibilities include markets, clients, talent and community for more than 2,400 consulting practitioners and more than 250 Principals and Directors. She is also a Lead Consulting Partner and Advisory Partner on several of Deloitte’s largest clients.

In addition to her management and client responsibilities Christie leads the Deloitte University Leadership Centers for Inclusion and Community Impact. Both roles provide a platform for developing solutions with our people, clients, non-profits and communities that are not only leading-edge, but also sustainable and enduring. Christie’s work fundamentally addresses the next wave of people issues including innovative, inclusive, transparent and collaborative approaches.

Stephanie Turner, Manager

Stephanie, PhD is a manager in Deloitte Consulting LLP with more than six years of experience in survey design, analytics, and human capital consulting. Stephanie has her PhD in Industrial/Organizational Psychology with a concentration in diversity, inclusion, and strategic initiatives. Her work focuses on understanding and implementing large-scale human capital and survey research efforts. Stephanie has designed and implemented numerous talent acquisition initiatives across a variety of topics, such as talent innovation and inclusion, leadership development, and engagement initiatives across various industries and public and private sector organizations.
About the Study

Survey Methodology

The online, anonymous survey consisted of 62 questions answered by respondents from seven different sectors: (1) Consumer & Industrial Products; (2) Banking; (3) Financial Services; (4) Health Care; (5) Professional Services; (6) Entertainment; and (7) Technology, Media, & Telecommunications. The survey was updated on March 27, 2015, to incorporate all respondents to date. The 3,726 survey respondents included individuals from a variety of backgrounds, with representation across gender (male, female), race/ethnicities ('Asian,' 'Black or African American,' 'Hispanic or Latino,' 'Multiracial,' and 'White'), generations (those born between 1946 and 1964, those born between 1965 and 1980, and those born after 1980), sexual orientation (heterosexual, LGB, and other), foreign national status, veteran status, disabilities (physical, mental, or emotional), level within an organization (executive, management, staff, and other), and tenure with an organization.

The survey asks respondents about their organization's approach to diversity and inclusion, how diversity and inclusion is valued, how favorable their employee experience has been, and how the resources the organization provides has impacted these experiences and their performance. It also asks how the leadership, culture, and values of their organization require them to cover their authentic selves, and what concrete actions could be taken to create a climate in which their full selves can be harnessed for optimal engagement, innovation, and performance.

About the Deloitte University Leadership Center for Inclusion

The Deloitte University (DU) Leadership Center for Inclusion is a manifestation of Deloitte's commitment to advance the conversation, continue to challenge the status quo, and lead from the front in inclusion. The Center provides a place at Deloitte University and virtually for people, ideas, and thought leaders to come together to engage our people, our clients and thought leaders to uncover new ideas and to explore the potential for inclusion and collaboration to create value for our clients, our communities and ourselves.

About the Billie Jean King Leadership Initiative

The Billie Jean King Leadership Initiative (BJKLI) is a non-profit organization created by Billie Jean King in partnership with Teneo as part of an effort to encourage businesses, organizations and educators to embrace men and women's diversity, both in the workplace and on the court. The BJKLI's three pillars – Lift, Learn, and Lead – are dedicated to inspiring those in positions of power to recognize diversity and champion the values that are critical to creating a world where all individuals can thrive.

Panel Discussion

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Questions?