

# 16 Infallible Techniques to Train and Manage Millennials

A guide to developing and managing the millennial generation in the workplace.



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### What are they like?



They are skilled in technologies



They are good at collaborating



They consider that new technologies will make their lives easier



They are eager players



They use social networks



Recognition and rewards



They sleep by their cell phones



Balance between their professional and personal lives



They are online



They are impatient



They are multi-task professionals

## Millennials: the new era

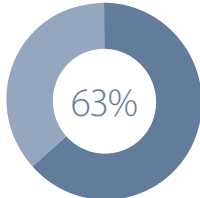
They are already here... and they are here to stay.

We call them Millennials or Generations Y-Z. Born between 1980 and 2000, they make up nearly 50% of the workforce, and in 2025 they will be the 75%.

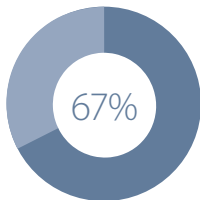
### What are they like?

- ◇ They are skilled in technologies. They were born with a console in their hands, listening to music in their iPods, making friends on social networks and using their latest-generation cell phones:
  - ◇ 74% consider that new technologies will make their lives easier.
  - ◇ 75% use social networks.
  - ◇ 83% sleep by their cell phones.
- ◇ They are online: The most part of them use social networks, send e-mails, use instant messaging, videoconferences, they send each other images and pictures and record videos. Millennials share their lives.
- ◇ They are multi-task professionals: Generation X took pride in using two screens; Millennials use up to four or five.
- ◇ They are good at collaborating: Ideal for teamwork and building up a community.
- ◇ They are eager players: Competitive and always looking for new challenges.
- ◇ They are used to receiving recognition and rewards instantly.
- ◇ They are particularly worried about the balance between their professional and personal lives, so they look for flexibility in their workplace.
- ◇ They are impatient: If there is anything they don't like, they will change it. They change companies, products, professions... anything. They are used to changing at click speed. Millennials have their own priorities.

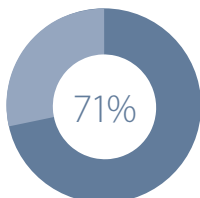
*Lack of adaptation of organizations:*



63% of mobile and online training lacks quality



Make use of eLearning MOOCs which are not motivating



Do not use new technologies or advanced digital formats such as games, video games or simulators

## Are we ready for their arrival?

Lack of adaptation of organizations:

- ◇ 63% of mobile and online training lacks quality.
- ◇ 67% make use of eLearning MOOCs which are not motivating.
- ◇ 71% do not use new technologies or advanced digital formats such as games, video games or simulators.

*"68% of those responsible for training and HR say that the management of Millennials in their companies has become one of their main challenges."*

*Global Human Capital Trends 2015, de Deloitte*

## A generation radically different:

Millennials have nothing to do with previous generations:

- ◇ They have been spoiled by their parents, who told them they "were special" without telling them why.
- ◇ They play in leagues with no winner or losers, everybody wins. And they received prizes just for playing.
- ◇ Parents tell them: "Enjoy, learn to play and practice a little".



## How to manage and train Millennials?

### *16 infallible techniques...*

#### *The infallible techniques to manage them...*

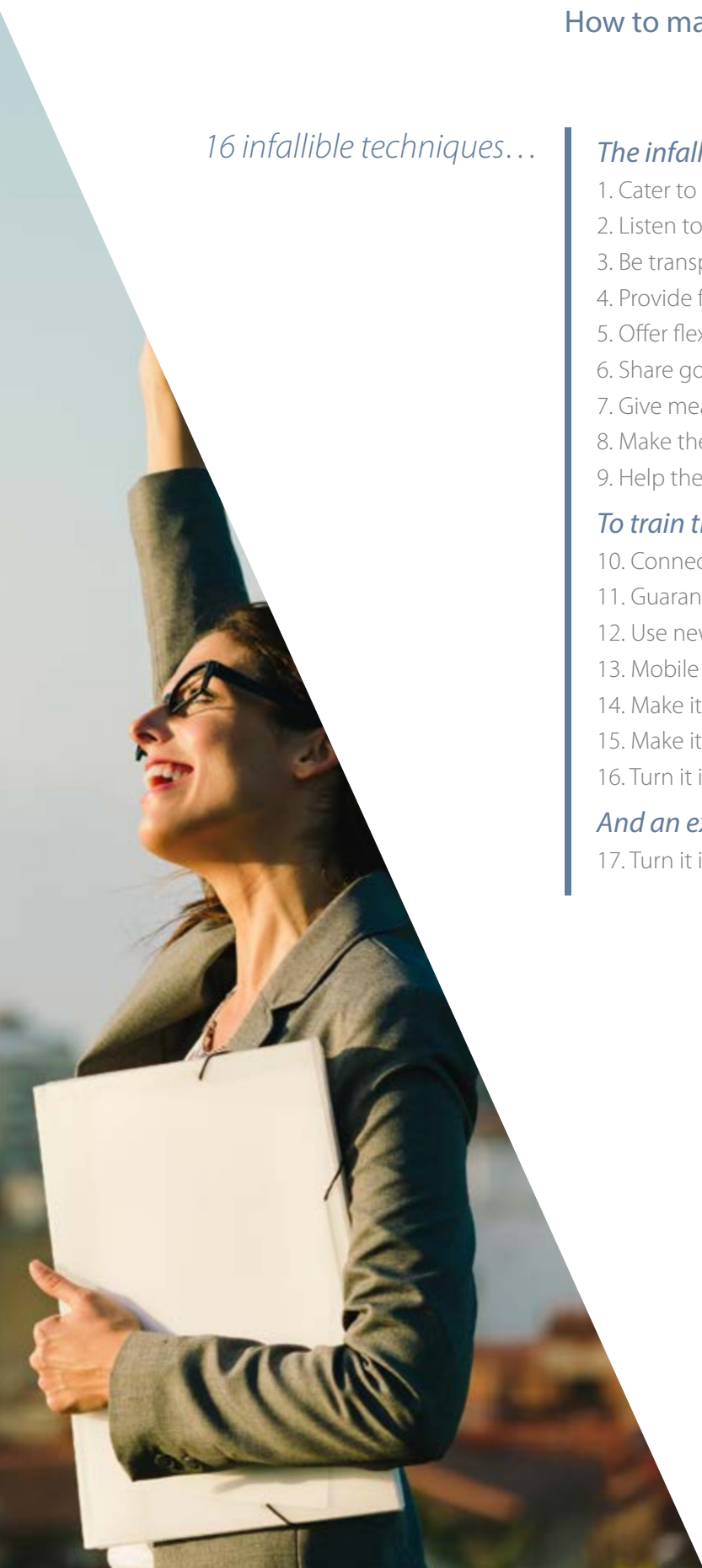
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6. Share goals
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8. Make them happy
9. Help them change the world

#### *To train them*

10. Connect training and success
11. Guarantee freedom
12. Use new technologies
13. Mobile Learning
14. Make it social
15. Make it useful
16. Turn it into a challenge

#### *And an extra technique that you can't miss...*

17. Turn it into a game



## *The infallible techniques to manage them...*

*They are used to being connected and getting instantaneous feedback every time they post.*

### 1. Cater to their needs

Millennials require immediate attention. They have grown up sending messages and using social networks. They are used to being connected and getting instantaneous feedback every time they post. This reality applies to work, where they expect the same environment.

### 2. Listen to them

Millennials are impatient, they ask and they need answers. They want to be able to ask questions and get continuous professional advice. Their curiosity is endless and they are eager to receive new knowledge.

The vast majority of them are looking for a job where their creativity will be valued. They want their superiors, directors and coworkers to listen to their ideas. Remember, they think that their boss can learn a lot from them.

### 3. Be transparent

Millennials are an entrepreneurial generation, so transparency is essential to them. They need to know the course that the company is taking and how they can contribute to the achievement of its goals.

They want to know what is expected of them. They need to understand that every one of their actions is useful to achieve their goals and the goals of the team, so you must make them feel proud of their work. Keep constant communication and, most importantly, be patient.

*They need to understand that every one of their actions is useful to achieve their goals and the goals of the team.*





*They do not like to wait 6 months or a whole year to receive formal evaluation of their work.*

#### 4. Provide feedback

80% ask for regular feedback from their bosses. They do not like to wait 6 months or a whole year to receive formal evaluation of their work.

Rewarding and recognizing can become two fundamental tools to motivate them. Remember not to miss any opportunity of giving them feedback, even if it involves areas for improvement; they want to improve and develop continuously.

#### 5. Offer flexibility

Millennials demand flexibility.

93% want a job where they can be themselves and this means dressing in a way they feel comfortable. In addition, among other things, they want to work until the task is fully completed, regardless of the number of hours spent: time in the office should not matter.

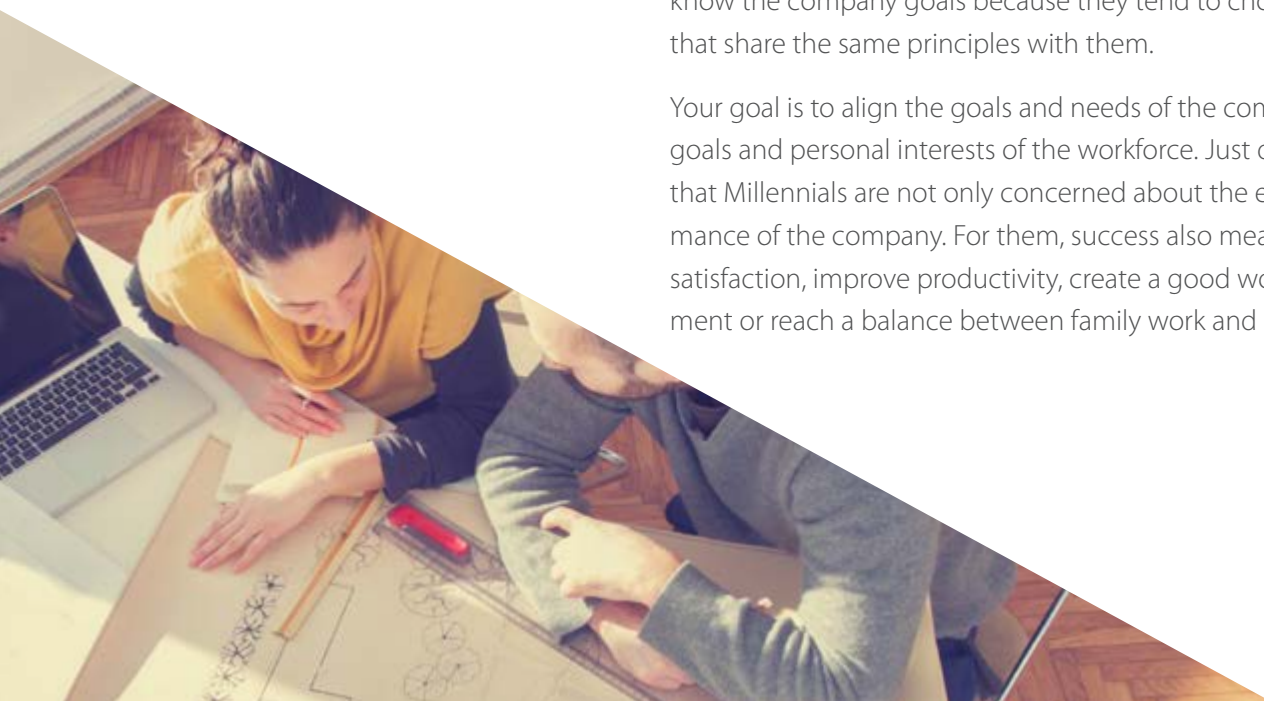
Of course, they want to have a flexible schedule and even have the possibility of teleworking.

Because of this demand, an increasing number of companies are offering free food, fun and flexibility to keep their employees happy.

#### 6. Share goals

Transparency and communication are essential qualities for these new generations. And as part of this transparency, they demand to know the company goals because they tend to choose companies that share the same principles with them.

Your goal is to align the goals and needs of the company with the goals and personal interests of the workforce. Just do not forget that Millennials are not only concerned about the economic performance of the company. For them, success also means to achieve job satisfaction, improve productivity, create a good working environment or reach a balance between family work and personal life.



*95% of Millennials say they work harder when they know the purpose of what they do.*

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*Each of them should perfectly understand what their role and responsibilities are in reaching the common goals.*

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*Among their main priorities is to "love what I do".*

## 7. Give meaning

95% of Millennials say they work harder when they know the purpose of what they do. We must ensure that everyone is committed to the cause. The first step to achieve this is to give meaning to what they do. Each of them should perfectly understand what their role and responsibilities are in reaching the common goals.

Become their mentor. Their guide. Teach them how to do it and how to manage their interactions and behaviors. Moreover, 75% of them call for a mentor: "Parents have been mentors to them, and in a professional environment they expect their leaders to be mentors too."

## 8. Make them happy

Millennials are not only in it for money. Their ultimate goal is not to become rich. What is more, half of them prefer not to have a job before having one that they hate. They do not hate money, but value meritocracies, and so expect to be paid for their performance.

Therefore, among their main priorities is to "love what I do", not high wages and big bonuses. Your role is becoming increasingly important, as you must help them reach that happiness in their jobs.

## 9. Help them change the world

As a generation, Millennials want to be part of that change in the world (Millennial Impact Study from Achieve). Help them change the world and you will have done it.



## To train them

### 10. Connect training and success

Connect training to their goals and career success. Offer content that is actually relevant. By relevant, we mean content which is of high quality and useful, with direct applicability to their jobs. And by applicability we mean that they should see training as a real tool that will help them achieve their goals.

Do not forget that 65% of them use a second screen and are active users, which means that if they do not like something, they will disconnect instantly.

### 11. Guarantee freedom

93% of Millennials highlight freedom as one of the most important aspects at work. In the same way that they demand professional flexibility, they will ask for flexible training. If you impose training on them, it will result in disinterest, lack of motivation and high dropout rates.

Millennials want to follow their own pace, so you must give them the opportunity to create their own learning pace. Offer e-learning in a way that they can organize themselves as they wish: to do the training at the time they prefer and wherever they want (multi-device).

*93% of Millennials highlight freedom as one of the most important aspects at work.*

*If they do not like something, they will disconnect instantly.*



*74% of them consider new technologies essential tools in their lives.*

*About 90% of Millennials already have their own smartphone.*

## 12. Use new technologies

They expect platforms rich in quality, interactive, personalized, updated and real-time. They like the different, new and innovative. Note that 74% of them consider new technologies essential tools in their lives because they give them freedom and equality.

Millennials have grown up in a digital society, with technology influencing almost every aspect of their lives, so they will look for the same thing in training. Create a technological environment. Generate commitment and engagement through technology.

## 13. Mobile Learning

About 90% of Millennials already have their own smartphone, 93% recognize checking it in bed before going to sleep and 83% directly sleep by their phones. In a generation of this kind, the inclusion of smartphones in any training actions or talent retention is of key importance.

The smartphone is already part of their lives, so you have to change your way of thinking when preparing a new initiative within your company: the smartphone is an ally of training.



*Millennials seek personal satisfaction and look for challenges, whether individual or collective.*

*65% of them are avid or, at least, regular players.*

#### 14. Make it social

75% of them use social networks daily and they have become the major drivers of collaborative economy. Millennials want to feel part of a community at work.

About 90% of them want their workplace to be social and fun. They have grown up with the need to share, to be part of groups where they have common interests. You must get your training to become a social learning environment.

#### 15. Make it useful

Make training useful. Offer quality content, applicable to the job and to personal life. Show them that training is a real tool that will help them in their personal and professional growth.

State the benefits and advantages of your training without neglecting the quality of what you are offering. Remember: the irrelevant is rejected by Millennials.

#### 16. Turn it into a challenge

If you want to have Millennials “on your side”, you must make your training different, innovative, fun... Make it a challenge. Turn it into a competition and get their full involvement.

Their philosophy implies a break with previous generations, who have so far privileged duties and wage stability. Millennials seek personal satisfaction and look for challenges, whether individual or collective. It is important to know that they will do their best to be the masters of their own destiny.





## *And an extra technique that you can't miss...*

### 17. Turn it into a game

Millennials have grown up playing. And they have played video games. This is one of the characteristics that best define them, so we can say that they are real players: 65% of them are avid or, at least, regular players.

Including the "gaming" variable in your training programs becomes a winning bet. Gamification techniques, simulators, video games (also known as Serious Games) become your greatest allies.



## Brief conceptual clarification...

Gamification and game-based learning are two different things:

Gamification refers to the use of gaming mechanics such as points, levels and competition to motivate students.

Game-based learning happens when the game itself is able to train students. The video game is specially designed to train through simulation and constant feedback.

Dozens of studies confirm the power of videogames as training tools. These are some of the results obtained when comparing game-based learning and traditional training:

- ◇ The game increases task completion by a 300%.
- ◇ It improves learning retention by a 90%.
- ◇ It increases student confidence by a 20%.
- ◇ It improves the conceptual knowledge of the student by an 11%.

Source: "A Meta-Analytical Examination of the Instructional Effectiveness of Computer-Based Simulation Games, Tracy Sitzman (Federation of American Scientists)



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