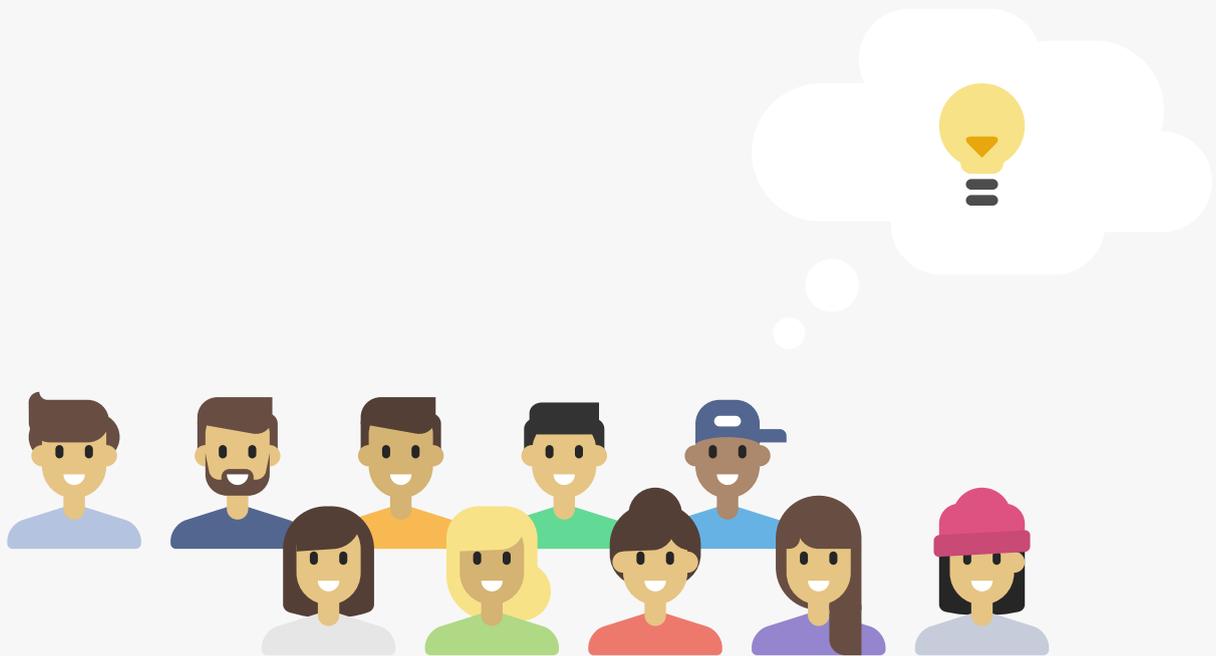


A SalesScreen eBook

---

# Motivating Millennials



**SALESCREEN**

[www.salescreen.com](http://www.salescreen.com)

# Chapters

---

## CHAPTERS

04 | UNDERSTAND

What drives this generation in the workplace?

10 | MOTIVATE

Millennials are not primarily motivated by money. Here's what you need to know. What drives this generation in the workplace?

16 | RECOGNIZE

As with any employees, recognition is critical... but real-time recognition is more important than ever before.

21 | ENGAGE

6 brilliant tips to keep millennials focused on driving activity specific goals.

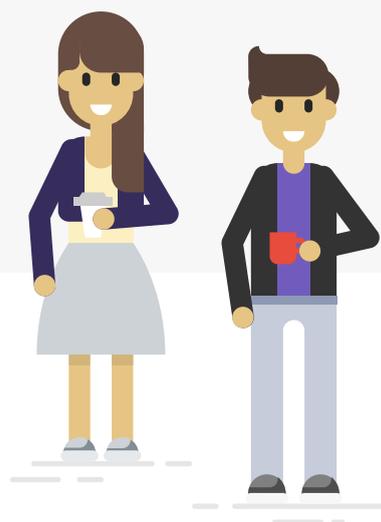
27 | SURPASS

Why stop at "good enough" when you can be "great"?!

---

# INTRO

While parody songs and social media reports often label millennials as lazy, self-centered and disengaged, we believe that this generation will prove to be quite the opposite. In fact, we believe that Gen Y will be the most productive, service-oriented, technologically capable generation in history. So, we wrote this eBook to explain how you can understand, motivate, recognize and engage your millennial workforce to help them surpass their goals.



# Part 1

## UNDERSTAND

**Millennials are driven by values and are intrinsically motivated, which means that if they are unsatisfied at work, they are more likely to leave. Turnover amongst this generation is shockingly high and expensive. Here are some tips to help you understand, engage and motivate your millennial workforce.**

### THE HIGH COST OF MILLENNIAL TURNOVER

Millennials are **driven by values and are intrinsically motivated, which means that if they are unsatisfied at work, they are more likely to leave.** Turnover amongst this generation is shockingly high and expensive. According to studies, **two-thirds of millennials leave an employer within 3 years and it costs on average \$15,000-\$25,000** to replace each millennial the company loses. In fact, according to a recent [study by Gallup](#), millennial turnover costs the US alone **\$30.5 billion per year.**

Onboarding is a crucial process in the beginning stages of hiring and with the advances of technologies, it is becoming more important than ever before. [Research](#) by the Aberdeen Group shows **77% of new hires who have formal onboarding achieve their first performance benchmarks**. Because many millennials are joining the workforce straight out of college with limited work experience, onboarding is particularly critical. As the saying goes, “first impressions last a lifetime” and therefore the proper recruiting, hiring, training and onboarding of new employees will determine their course within the company for years to come. **Those who receive proper onboarding will have a much higher chance of reaching targets and contributing to the overall growth and success of the company.**

Here are a few more stats on millennials in the workplace, courtesy of the [“Cost of Millennial Retention Study”](#):

**31%**

of companies surveyed have lost 15 percent or more of their millennial employees in the past year, and most felt at least 10 percent of these former workers went directly to their competitors.

**51%**

of companies report that the cost of training and development is the highest when hiring millennials; **71 percent** said losing millennial employees increases the workload and stress of current employees; and another **56 percent** revealed that it takes between 3 and 7 weeks to hire a fully productive millennial in a new role.

### Top reasons millennials leave their companies are

- 1) Receiving a better offer from another company (30%)
- 2) Career goals aren't aligned to their company (27%)
- 3) A lack of career opportunities (13%).

**87%** of companies reported it costs between \$15,000 and \$25,000 to replace each millennial employee they lose.

**In 2025, millennials will account for 75% of the global workplace.**



Half of companies surveyed reported that the average salary for a millennial is between \$30,000 and \$50,000, while 15% of the companies revealed that the average salary for a millennial is \$50,000 or greater.

Needless to say, it seems as though the days of working for the same company until retirement and receiving a golden wristwatch as a celebration gift are over, but that doesn't mean that companies should stop trying to recruit and retain top-quality employees of Generation Y.

## UNDERSTANDING YOUR MILLENNIAL WORKFORCE

In order to on-board and retain millennials, **it's important to understand what drives and motivates them.** Here are some **important generalizations** about your millennial workforce that you should keep in mind:

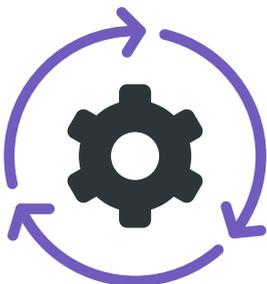


Millennials are likely the **most technologically advanced age group in your workforce**, and the most educated. They are skilled multitaskers. (They will move from smart phone to laptop to tablet to television an average of 27 times an hour. Yikes!)

They are the most **diverse** generation, in many ways.

Millennials want to **learn and develop their skills.** Training and the opportunity for growth is key. They want to lead and are ambitious.

The most important job criteria for Millennials are **meaningful work, rewarding job, and a sense of accomplishment.**



Roughly **33 percent will place mobile flexibility over salary** when considering a job offer. They will also change jobs far more often than any other generation.

## **YOUR MILLENNIAL WORKFORCE AT A GLANCE**

**While millennials share many common characteristics with other generations, there are also some key things that set them apart. Here, we've created a quick infographic to help you understand your millennial workforce at a glance. By learning the keys to motivating this demographic, you can maximize workplace satisfaction, engagement and productivity.**

# Understanding Your Millennial Workforce at a Glance

## MILLENNIALS ARE



Intrinsically Motivated



Great at Multi-Tasking



Driven by Purpose



Problem Solvers



Collaborative



Tech Savvy



Optimistic



Social

## WHAT MILLENNIALS CARE ABOUT IN A WORKPLACE

Professional Development

Work / Life Balance

Responsibility

Transparency

Advancement

Affirmation

Flexibility

Leadership

Teamwork

Feedback

Impact

Ethics

Social

Praise

Trust

Fun

# Part 2

## MOTIVATE

**Born between 1981 and 2000, millennials expect interesting and challenging work. Gen Z are generally defined as those born after 2000 and will soon be stepping into offices around the globe as well. Both groups anticipate fast and upward mobility, along with ongoing mentoring and feedback from their supervisors. How can you ensure you are recruiting, hiring, and retaining the top talent of this workforce?**

Millennials are not only tech savvy but also great multi-taskers. Therefore, they make an excellent fit for many contact centers and sales teams. **However, they are the first generation in a long time not primarily motivated by financial reward. So, if you're going to leverage the full talent and capabilities of this generation of workers, you'll need to know what motivates them.**



According to [recent research](#) on workplace motivation, some of the stats for Contact Centers can be troubling:

- **Only 5 percent of millennials regard working for a call center as exciting.**
- **Over half (55 percent) have negative perceptions about working in a call center.**

Millennials will make up nearly half of the global workforce by 2020. They are driven by meaning and purpose. However, when asked “*What do you want to be when you grow up?*”, pretty much none of them will answer by saying “*A contact center employee!*” Yet, this proves problematic because we know that contact centers are critical to the growth and success of many businesses. So, how can you engage and motivate your contact center Millennials so that they feel empowered, appreciated and purposeful?

### **MOMENTUM STARTS AT THE TOP**

Most Gen Y’ers thrive on feedback and instruction. Backed by a desire to learn new skills, conquer challenges and grow into positions of leadership, Millennials thrive on good leadership and direction. **As with any other generation, it is the management who set the tone of the workplace and ultimately determine the motivation and engagement levels of their employees.** With the tech-savvy generations coming in, leadership should ensure that they are providing the proper technology, tools and training that will generate optimal productivity.

## ALIGN PURPOSE WITH COMPANY VISION

The best way to boost productivity amongst millennial workers is by aligning purpose with vision. **By showing millennials how their contributions help drive the company bottom line**, it will be easier for them to understand how they fit into the bigger picture and how their contributions matter. **Sense of purpose and meaningfulness** rank among the most important factors to millennials in the workplace, outweighing compensation alone. Recently, many companies have begun to allow employees to use a small portion of their work time to generate new ideas or volunteer in the community. This is just one example of how to create a purpose-driven workplace.

## PROVIDE PATHWAYS TO LEADERSHIP

Unsurprisingly, these generations both have their eyes set on working their way into management positions as quickly as possible. If they can't do it in your company, **60%** report that they will set their sights on somewhere they can. So, if you'd like to retain your top talent, **you'll need to provide training and professional development** that will help them successfully climb the ladder. Mentorship and coaching are rated among the most important workplace motivators for Gen Y & Z; so, consider starting there.

## RECOGNITION IS CRITICAL

These generations were showered in praise and encouragement as children and throughout their time in university so it's not surprising that they will also expect it in the workplace. However, this doesn't mean it has to be pricey. In fact, **the #1 form of recognition is a simple “thank you” and the #2 form is extra time off.** Remember, this generation neither expects nor wants to be showered in public praise and gifts. Instead, they simply want to have someone say “yes, your impact makes a difference here and we appreciate it.”

**Perhaps the most important factor of recognition, however, is to make it instant.**

These are the generations of instant gratification and if it takes you too long to say “thanks” then it's almost just as bad as not saying thanks at all. One way to ensure instant recognition is through the use of gamification, which combines data-driven systems such as CRMs with real-time updates and announcements on TV screens, web and mobile app, thus creating a culture of teamwork, cohesion and recognition that this generation thrives on.



# Motivating Millennials at a Glance

## MEANINGFULNESS = PURPOSE



Employees who are proud of their organizations are more likely to be engaged.



They are a HIGHLY value-driven, Meaning-based generation.



Continuously show them how their role and contributions matter.

## COMPETENCY = COMMITMENT



Professional development and new skills are highly valued.



They want: cross-functional teams, to learn more roles, and to be more social.



Encourage them to seek leadership positions outside of work with nonprofits, associations, and charities. Maybe even give them company time like Google and a few others do.

## PROGRESS = PROFESSIONALISM



They enjoy progress and desire to be recognized for their accomplishments.



They need to be able to see a long-term career path, or else they will leave.



Use quarterly reviews and feedback sessions to show them how their progress makes a difference.

## AUTONOMY = RESPECT



Help them gain leadership and experience by involving them in decision making.

Give them flexibility with how to do their tasks, rather than rigid structure.



## RECOGNITION = PERFORMANCE



Instant feedback and recognition are critical.



Make it social. They want to be recognized in front of their peers.



It doesn't have to be expensive. A simple "thank you" or a little extra time off are greatly appreciated.

# Part 3

## RECOGNIZE

**Millennials will make up more than half of the US workforce by 2020. Is your business ready to maximize on the opportunities that this generation provides? Do you know how to motivate, engage and empower this workforce?**

While parody songs and social media reports often label millennials as lazy, self-centered and disengaged, we believe that this generation will prove to be quite the opposite. In fact, **we believe that Gen Y will be the most productive, service-oriented, technologically capable generation in history.**

### EMPOWERING MILLENNIALS

Millennials can be summed up as the following: **intrinsically motivated multi-taskers who are driven by an inner purpose to solve problems in a collaborative manner.** As with any other generation, they have an inherent need to feel appreciated; they want to know that their ideas matter to others, especially leadership.

Managers should create opportunities where millennials can share their knowledge and ideas while gaining the professional development they need to thrive in the future workplace. Millennials are **much more likely stick around in jobs where they are being heard and provided with opportunities to develop their leadership skills.**

This generation will also want to understand their impact on business processes, customers and end-results. You can help them create a meaningful career trajectory while delivering powerful contributions to your business. To do this, give them leadership roles and opportunities to test themselves. Help them improve their skills sets with training and advancement opportunities. Provide quick, direct feedback on specific issues and be sure to combine constructive feedback with praise and recognition.

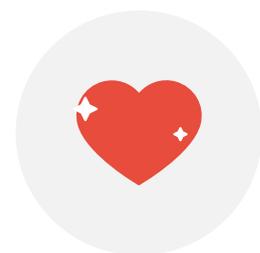
Help them to create their own ideal atmosphere by fostering and encouraging collaboration, teamwork and cohesion. **Make work fun and exciting by structuring fun competitions around their key performance indicators and target goals.** This group can rally motivation and encouragement like nobody else, but you've got to start by giving them a gentle nudge in the right direction. Remember, a little recognition goes a looooong way with this group.



## THE IMPORTANCE OF RECOGNITION

Remember, this is the generation that shifted the paradigm from “children should be seen and not heard” to “children are everything”. That’s not a bad thing; it just may be different than what many of the Gen Xers and Baby Boomers are used to. Every generation changes the shift of focus slightly and for this generation, recognition is absolutely critical. As this generation has shown, praise and recognition are far more powerful motivators than discipline... and if we do so well at praising our children as they grow up, then why don’t we do the same thing in the workplace?

**A recent study shows that an incredible 79% of employees surveyed felt undervalued, mainly due to a lack of recognition. A survey by Glassdoor confirmed the enormous power of recognition: 80% of employees said they were “motivated to work harder when their boss shows appreciation for their work.” Clearly, if the key to workplace productivity lies in recognition and appreciation, then isn’t it time we began to shift the focus here?**

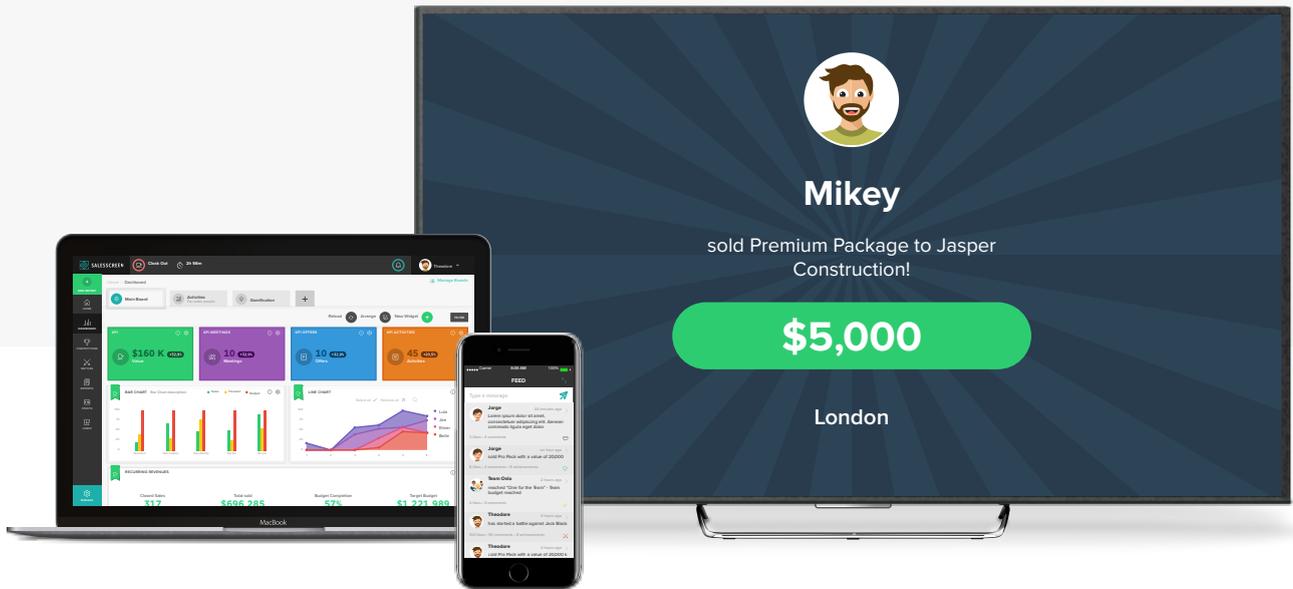


Previously, technological barriers made it hard to recognize and celebrate performance across separated offices, but just as the generational trends shift, so do the technologies. Millennials are accustomed to cutting edge technology and expect to have technological tools in almost every aspect of their work environment. Therefore, the use of gamification in enterprise is expected to grow exponentially in sales, customer care, contact centers and many other core business industries.

### **LEVERAGING THE POWER OF GAMIFICATION STRATEGIES**

As young people are raised with technology at their fingertips, the use of gaming elements is becoming ever more present in everyday life. Whether that be loyalty rewards programs like airline miles, gamification of classrooms to enhance education, or even in fitness such as with Strava and Nike+, gamification is here to stay and will continue to become a pillar of the foundational structure used to motivate people towards their goals.

**The ability to display performance data in real-time** on web, mobile app and TV screens, combined with the use of leaderboards, rank levels, challenges to unlock and real-time competitions harnesses the power and potential of gamification for millennials. While still a relatively new trend, gamification is certainly here to stay. Learning how to leverage the power of gamification strategies is what will separate the top-performing companies from those who find themselves just “trying to keep up.”



The reason that gamification has been and will continue to be so successful with this generation is because it combines the things they understand most:

## Technology, data, recognition, competition and game elements.

The key to gamification is that it increases activity on clearly defined objectives in a fun and meaningful way by creating structured **pathways to progress and achievement**. By defining objectives, measuring performance, displaying real-time feedback and celebrating success, gamification accomplishes what management needs to get done while simultaneously building company culture, cohesion and a rewarding workplace environment. To get the most out of your millennial workforce, give them fun, meaningful paths toward mastery and recognition that are **focused on the metrics that matter most to your organization**; it's a win-win.

# Part 4

## ENGAGE

**A top reason that causes millennials to leave their employer is decreased engagement and motivation that results from jobs which do not allow millennials to put their skills to use. Here are 6 tips to help you get the most out of your millennial workforce.**

A top reason that causes millennials to leave their employer is decreased engagement and motivation that results from jobs which do not allow millennials to put their skills to use. Some top reasons for this include old technologies, rigid company hierarchies, lack of professional development opportunities and failure to understand the specific strengths that millennial employees bring to the table. In order to better onboard, motivate and retain millennial employees, here are a few things that employers should consider:



# 1

## **MAKE THE FOCUS CLEAR**

Millennials are driven by sense of purpose and by goal attainment. Allowing them to see and understand the big picture will help them to feel more involved and thus more motivated by understanding how their contributions matter to the company's bottom line. Explain the company's overall goals and motivations, and have a corporate culture that supports and empowers the mission. By making the purpose clear, it becomes easy for millennials to align themselves with objectives and give extra effort on important tasks.

# 2

## **INCREASE LEADERSHIP OPPORTUNITIES**

Nothing says "you matter and we need you" quite like allowing someone to lead from the front. Testing leadership with things such as running meetings or setting agendas will create confidence and allow them to continue to grow into more senior leadership roles. Remember, 75% of the global workforce will be millennials by 2025; so, there's no time like the present to help prepare them for leadership within your organization.

# 3

## **FLEXIBILITY IS KEY**

While most generations worked the 9-5 in the cubicle each week, modern technology has made it possible for employees to work from virtually anywhere at any time. You may consider allowing employees to work from home one day per week or making flexible hours that start anywhere between 7am-10am, for example.

This added flexibility will appeal to their desire for autonomy and can be worth much more than traditional financial incentives. Let your employees prove to you that they can be responsible and trusted. The more flexibility you give, the more you will see them grow.

## 4

### **TECHNOLOGY MATTERS**

While previous generations didn't mind slow computers, buggy technologies and outdated software, it will not fly with this generation. These "digital natives" have been raised with a device in their hands and they expect quick, efficient technology in the workplace. Recent studies have shown that when technology is slow, millennials will turn to their phones or other devices, costing the company time and productivity. Just as Gen X got frustrated with the fax machines, millennials will get frustrated with everything from software platforms to apps and that frustration will lead to frustration and disengagement. Remember, one of the biggest strengths that millennials bring to the table is their technological prowess; so, don't restrict their ability to get busy by hampering them with slow and outdated technologies.

## 5

### **PROVIDE MENTORS AND COACHES, NOT BOSSES**

Millennials thrive on feedback, especially in real-time. According to [Gallup](#): performance management requires a constant focus on feedback. 44% of those polled are more likely to be engaged when their manager holds regular meetings with them.

Let them know how their contributions matter and then give them feedback and recognition when the goal is completed. This type of positive reinforcement will let them know that they play a valuable role in the company and that they have a clear purpose within the ranks. By partnering this generation with senior mentors, you can also help bridge the gap between generations, resulting in better company culture.

## 6

### CREATE A STRONG COMPANY CULTURE

Millennials are attracted to companies with [strong culture](#) and values that align with their ideals, lifestyle and sense of purpose. According to a recent [report from Gallup](#),

**“Millennials want what previous generations wanted: a life well-lived, good jobs with 30-plus hours of work a week, regular paychecks from employers BUT they also want to be engaged (emotionally and behaviorally), they want high levels of well-being, a purposeful life, active community and social ties. They want to spend money not just on what they need, but also on what they want. Only 29% of employed millennials are engaged at work.”**

# 16%

of millennials are actively disengaged. These individuals don't like their jobs and are actively ensuring others don't either. Even if it's not their intention, this will damage the company.

# 55%

of millennials are not engaged. They are punching in and punching out but they are not fully present while they are at work. Energy and passion are out the window, the company suffers, their customers suffer, and ultimately the economy suffers. Indifference is a company-killer.

## MILLENNIALS ARE THE LEAST ENGAGED GENERATION AT WORK

### Engaged

MILLENNIALS	GEN XERS	BABY BOOMERS	TRADITIONALISTS
<b>29%</b>	<b>32%</b>	<b>33%</b>	<b>45%</b>

### Not Engaged

MILLENNIALS	GEN XERS	BABY BOOMERS	TRADITIONALISTS
<b>55%</b>	<b>50%</b>	<b>48%</b>	<b>41%</b>

### Actively Disengaged

MILLENNIALS	GEN XERS	BABY BOOMERS	TRADITIONALISTS
<b>16%</b>	<b>18%</b>	<b>19%</b>	<b>14%</b>

## CREATE A STRONG COMPANY CULTURE

### Past



### Future

My Paycheck

My Satisfaction

My Boss

My Annual Review

My Weaknesses

My Job

My Purpose

My Development

My Coach

My Ongoing Conversation

My Strengths

My Life

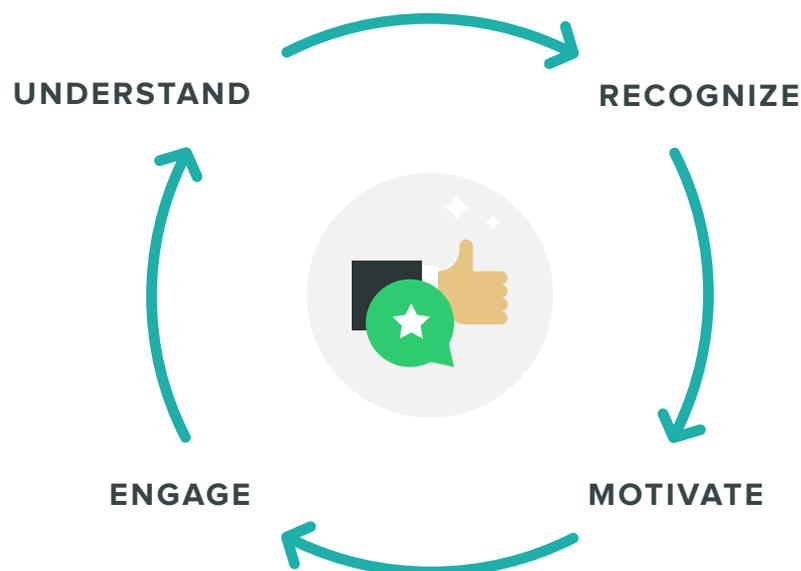
**Clear, consistent, actionable feedback combined with recognition is key to creating good company culture.**

Let your employees know that they matter, they are valued and they play a critical role in the success of your business. Invest in them and they will invest back in you, in a big way!



## SURPASS (GOALS)

By understanding, recognizing, motivating and engaging your millennial employees, you can leverage the full potential of one of the smartest and most technologically advanced generations in human history. All it takes is a willingness to start.



Millennials aren't the sad, self-centered, disengaged crybabies that they are often depicted as. This is a generation of doers, leaders and collaborators who are driven by more than just a paycheck... and that's a good thing.

Employers who understand what drives and motivates millennials and who place emphasis on creating a company culture driven by shared sense of purpose, respect and recognition will ultimately see their organizations thrive and grow, spurred forward by the immense talent of this generation.

Simply put, as with any generation, much of the motivational strategies are the same but the ways of leveraging technology to achieve that motivation have changed. **Due to the rise of data-driven systems, it is easier and more important than ever before to create an environment of data, transparency, clarity of goals and social collaboration.** You don't have to bend over backwards to cater to your millennial workforce, but research continuously proves that those organizations who make a concerted effort receive incredible rewards in terms of employee engagement, motivation, happiness, reduced turnover and accomplishment of goals.

Therefore, while any organization can do “good enough” in hiring millennials and assigning them tasks to complete, the truly visionary management teams will go beyond and will leverage the full range of modern technologies to increase engagement, motivation and productivity. **As millennials make up 50% of the workforce in 2020 and 75% in 2025, structuring a workplace that allows millennials to maximize the use of their talents will prove to be perhaps the biggest game changer between companies who thrive and companies who merely “get by”.**

Never stop at  
*“good enough”*  
when you can be  
*“great”!*



**SALESSCREEN**

**Thanks for reading. This eBook was handcrafted by the marketing team at SalesScreen, a sales motivation platform which allow sales organizations to Visualize Data, Accelerate Sales and Surpass Goals.**

**Contact us to learn more**

**VISUALIZE DATA | ACCELERATE SALES | SURPASS GOALS**



**SALESSCREEN**

[www.salescreen.com](http://www.salescreen.com)