LEADERSHIP
and
GOVERNANCE

CULTIVATING MILLENNIAL LEADERS

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Abstract

Purpose: Millennials are multiplying into the workforce population today as they are reaching their peak employment years. They are giving new insight into office life and the structure among employees and employers. They are the next generation to be leaders in the workplace and will be the generation that shapes the future of leadership. There are not many millennial role models that potential leaders can follow and emulate. Nevertheless, the literature regarding millennials and the workforce has been developed primarily in the context of next generation. Less research has been done on ways to building leadership core competencies and capacities for the potential of these millennial leaders, particularly in today's workforce.

Methodology: A qualitative study and research to consider the best practices for enhancing the number of millennials leaders that will lead their company in the upcoming future was carried out. It was also done to seek ways in educating the senior leaders on the importance of changing with the trends and accepting the millennials as the future. By exploring the workplace profile of Millennials, the use of technology, their workplace engagement style, and the ultimate impact they have on organizational success.

Findings: The research discovered that to cultivate and enhance the number of millennial leaders, it is important first to understand the attitudes and behaviors of the generation. The primary traits of the millennial generation that may manifest as elements of millennial leadership styles are collaboration, integration, multitasking, experimentation and nomadic behaviors. There are three things leaders can do to assure these millennials will achieve success on the job, despite generational differences. First, is giving them the big picture. Second, leaders need to help the millennials find the "me" in team. Lastly, millennials need to be mentored on career-building behaviors. Career- building is one area in which beginning workers may be deficient compared to the older or more experienced employees.

Millennials have many positive leadership traits of which a company should take advantage; they are great multi-taskers, embrace diversity, innovative, flexible, innovate, and willing to put in the extra hours to move toward success. Incorporating these factors while also providing the future leaders with a strong sense of the company's programs, goals and vision are all important when developing this generation of leaders.

Unique Contribution and Recommendation: Today's workplace is undergoing dramatic shifts due to the growth of Millennials within the workforce and the insertion of their ideals, values, and identity in organizations. Therefore, management should implement some practices to promote these cultures, like flexible work hours and schedules, Employee engagement(work parties, Work outings, work event and gatherings), Clear Career path and opportunities, Open communication, Give them purpose and also acknowledge their work. Developing such skills may require more time and a deeper level of engagement and collaboration than is typically invested in efforts to strengthen the workplace.

Managing Millennials - Adapting to a Changing Workforce

Millennials are multiplying into the workforce population today as they are reaching their peak employment years. They are giving new insight into office life and the structure among employees and employers. Senior management at many organizations is seeking the right steps to recruiting and developing millennials into leadership roles. The first step is to create a successful plan to help millennials transform into a leader.

Despite the negative reputation, Millennials have garnered in the workplace, by 2030 millennials will represent almost 75 percent of the working population (Berridge, 2014). Simply put, Millennials are rapidly developing into the most influential and prominent generation in the market today as they graduate from college and reach the pinnacle of their employment years. An example is to continue to grow an established company and remain competitive; it is imperative to utilize and mentor this younger generation effectively.

Turning millennial employees into leaders is a task that requires knowledge and a plan based on an understanding of their traits and characteristics. The Millennial workforce is different than generations from the past, implementing specific recruiting tactics like offering them professional development and training programs, playing them up during the recruiting process, is a winning strategy. They expect employers to promote positive work-life-balance and offer things like remote work opportunities and flexible work schedules. All these and verbiage with this generation is key to building great leaders of the future.

Types of Management Styles for Millennials

Frist, Mentorship, what does this mean for a millennial or how are they seen? A mentor can be defined as an excellent communicator, organization advocacy while still being a professional and personal life guide. They describe this type of manager as approachable, empathetic, and employee oriented, serving similar functions as a parent. In this sense, "this managerial archetype uses frequent, face-to-face, individualized communication to develop a trusting leader-member relationship to benefit the employee and the organization". (Omilion- Hodges, 2018) This creates an open dialogue for newer employees with the understating that being the newest addition the company their managers can show emotional intelligence when speaking to them regarding any additional issues they have within the company. The branding and the vision of the company though can stay the same also includes any additions to make sure that the future leaders understanding their placement within the workforce with the understanding that they have someone that can assist them whenever they need.

In most companies, they have a management position with the traditionally understood definition of management style. Someone who is placed in this position by proxy of the organization and has some responsibilities over their employees that are assigned within their team "transactional and efficiency and procedurally driven, where manager and worker are separated by clear role, power, and status distinctions." (Omilion-Hodges, 2018) Now with this management style there is an advocacy to the original vision of the company along with branding without variation allotted within the means of management. There is a heavier effect on consequences at work since a manager is not going to personally relate to you on an emotional intelligence and show any additional support other than the assigned responsibly. This does bring challenges for the millennial to feel that they are supported within their position and have a vision of what their management style may be inflicted within the future.

Now, the in between of mentor and a manager would be a figure viewed as a teacher. Millennials preferred ideology of a leader is more of a teacher setting, showing a role of a

teacher placed within management and allowance of a mentor thereafter. This placement can be viewed as "a close interpersonal relationship where both the manager and employee learn from each other and invest in the success and advancement of the employee and the organization, the manager as teacher is more of an instructor who disperses knowledge, provides motivators, and actively participates in the training of the employees." (Omilion-Hodges, 2018) this is the most preferred selection of the blend as their shows additional support along with clear distinctive selections of roles that are assigned between the worker and the manger. When thinking of a teacher you are more inclined to feel respect and trust towards that person willingly. However, this doesn't remove the section of repercussions and in this role the consequences are defined clearly in the beginning of the job setting with the understanding that if an employee is excelling beyond their hired, they will propel within the company.

The Best Practices to Enhance the Number of Millennial Leaders

To cultivate and enhance the number of millennial leaders, it is important first to understand the attitudes and behaviors of the generation. According to Murray (2011), "The primary traits of the millennial generation that may manifest as elements of millennial leadership styles are collaboration, integration, multitasking, experimentation and nomadic behaviors." There are three things leaders can do to assure these millennials will achieve success on the job, despite generational differences. The first is giving them the big picture. Millennials want to contribute their part in the workplace. By making sure that they understand goals, mission statement, and how the company works together as a whole, a whole new understanding will be created. Second, leaders need to help the millennials find the "me" in team. From team sports during youth to classroom projects, millennials are no stranger to teamwork. Team performance expectations need to be laid out for a supreme understanding. They can bring knowledge of technology that will be helpful in ways such as social networking and virtual environments. Lastly, millennials need to be mentored on career-building behaviors (Ferri-Reed, 2012). Career- building is one area in which beginning workers may be deficient compared to the older or more experienced employees.

Millennials are now a significant portion of the workforce and should be cultivated into leadership positions so that a business may enjoy their diverse talents. However, to get Millennials to take jobs as leaders, a company must show that its values and traits match those of the prospective leader and also that a business can provide them with more than just a day to day job, but more of an experience in the workplace.

Millennials are known for having the ability to work well with technology and collaborative work. A defining characteristic of a millennial is the amount of technology that surrounds them and the capability of being able to use it. Incorporating the latest technology will attract and retain millennials within the workforce. Millennials prefer being involved in a creative environment that enhances their capabilities and encourages innovation. This new generation looks forward to the improvement of technology, not antique methods of manager and subordinate.

Millennials also enjoy a certain amount of autonomy and flexibility in their workplace. A business would do well in attracting millennial leaders by allowing an amount of scope that a leader has to get the job done. To provide employees with the skills needed to fulfill their duties, training and tutoring programs should be provided. To keep the leaders engaged, employers must prepare them with the skills that will help them expand and apply their knowledge. These skills will enable them to become proficient and invested in their positions. The development of competent millennial leaders will require new techniques to old

procedures, but giving millennial new alternatives, techniques, knowledge and encouraging their feedback this will significantly increase the number of leaders in our workforce.

How this Information will be Present to Senior Managers in the Organization

The future of any company is founded on good leadership. Many good leaders have a great understanding of the company activities and are dedicated to achieving the goals of the company. Young leaders, especially the millennials, are innovative, and flexible to new ideas (Harrison, 2017). These future leaders are willing to work longer hours since they understand the importance of developing into a good leader. It is important that the organization recognize and develop the millennials into leadership positions (Harrison, 2017). For millennial leaders to be successful, there are some ways that management can support them in their leadership development. McKay (2011, para. 8) states:

1) Help them understand the "why" of their job – why they are asked to do something and why it is important to the overall cause of the company.

2) Give them regular feedback, so they understand their progress.

3) Help them understand that they may need to demonstrate to their team how using technology can improve productivity.

4) Help them understand what credibility looks like for the team members they lead and help them modify their leadership style when needed.

Recruiting Millennials

60% of our current workforce is made up of millennials and as the older generation continues to retire, that number will continue to increase. Employers must start training and promoting the millennial generation to ensure the company's future. The millennial generation is different than those that came before it and we must take that into consideration when it comes to their motivation and engagement. To do this we must we must make an environment which they want to work in and that promises growth in a supportive environment. Life outside of the workplace is also very valuable to millennials so we must make an environment that provides a balance of both work and personal life (Forbes Business Development Council, 2019).

Millennials can benefit the companies in many ways. Their leadership role is today's generation is outstanding, they understand their weaknesses and strengths. Millennials have changed the role of leadership and creating a new trend in leadership where a manager would direct and not command. Millennials treat everyone in the company equally, which can create trust and loyalty within company's employee. They have taken a strive towards inclusive leadership instead of authoritarian leadership to create to equal opportunity for everyone. Another way we can benefit from millennials is the way they would collaborate and brain storm with each other in the company. It is one of their main priorities when it comes to handling big projects. They would consult with many trusted people in the company to push the project forward, such as managers, mentors, peers, and other advisors. (Forbes Business Development Council, 2019).

In today's world, millennials value flexibility and work-life balance. Employers need to keep this in mind and provide them with many benefits from our company. Millennials can be reliable to work from home as well, which can make a job a lot easier for them. They been raised along technology, digital communication, and other tools to understand how to work remotely.

Millennials can switch job quickly, providing them with these options would convince them to stay with our workforce. Millennial care about trust, we should share every decision or announcement from our workforce and keep it less confidential. This can increase the rate of job satisfaction from our workforce. This is another way that convince millennials to stick around the company. Employers need to be open and honest with all our employees and make sure they all understand their role. Also, give opportunities to grow and aloe them to earn bigger roles in the company. When it comes to the millennials I can say because I am one that I would love to be able to have a job that supports me with a great environment around me. I know for a fact when I would be looking for a new career I love employee engagements in any office setting that will engage with their workers, showing me that you actually care about me and my employment at your company. Work outings, work parties, and work gathering I feel like will build the culture better around the working environment for the millennials and they love having those type of engagements.

Some practices that could be implemented:

- Flexible work hours and schedules

- Employee engagement: Work parties, Work outings, work event and gatherings, incentives

- Clear career path and opportunities

- Open communication

- Give them purpose

- Acknowledge their work

Presenting Information

Presenting information to senior leadership can be a complicated process. The first step is understanding that meetings take time and money, so offering as much information in as little time as possible is essential. The team should first send out an email to inform all participating members, so they will understand what to expect from the presentation. This will allow them to make proper arrangements to their busy schedules. Our performance will include visual points with a slide show so that the audience can stay focused on the essential topics. Senior management personnel are busy people who like to get to the point and may sometimes interrupt the presenter (Duarte, 2012). Knowing your audience is vital, and it is vital to thank them for their time and give them a summary of all main points at the beginning of the presentation which will prevent the speaker from being interrupted. In our case, providing specific examples of how millennial leadership positively impacts other organizations is a great way to seek their attention. Most senior executives are competitive, and if they see how well other companies prosper from innovative thinking and millennial leadership, their minds will be open to your team's suggestions. Lastly, we should end our presentation with a recap summary to ensure that our communication was clear, our message was received, and thank them again for their time.

Conclusion

Analyzing the motivations, behaviors, and characteristics of the millennial generation is a critical first step when designing a leadership development program. Millennials have many positive leadership traits of which a company should take advantage; they are great multi-taskers, embrace diversity, innovative, flexible, innovate, and willing to put in the extra hours to move toward success. Incorporating these factors while also providing the future leaders with a strong sense of the company's programs, goals and vision are all important when developing this generation of leaders.

Technology is the wave of the future since millennials are known to be tech savvy, it is only fitting that we create a plan that will target this area. This plan should be designed to promote millennials as leaders using technology in every area possible. Employers have to propose to them ways to enhance technology in a way to keep their attention and create innovation. By adding flexibility to different positions and applying technology to old procedures, this will help not only retain the millennial employees but also promote them as leaders. In addition to training and tutoring programs that will give them the knowledge needed to become the next leaders in the company. These efforts will keep the company abreast with the latest trends as well. Therefore, it is believe that these strategies will prepare millennial employees for leadership roles and make them want to strive for success.

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