



The Exact Expertise to  
Ignite and Sustain Performance™

## LSA Global | White Paper



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## How to Hire Millennials

**I**magine this: Justin, a first year analyst, steps into his manager's office, tosses his keys on the desk, and quits. His reason – no, it's not another job – he just doesn't like working past 5 o'clock. Seem surprising? Well, to the newest generation of employees, known as the "Millennials," that's just another day at the office.

From summer associates sending work home for mom and dad to complete to candidates bringing their parents along to interviews, Millennials present a new set of challenges in the workplace. But they also bring a fresh perspective and can offer talents other generations may lack. Getting to know Millennials better can help you prepare for them in the interview and in the workplace.

### Who They Are

The Millennial generation includes those born after 1979. Many employers are scrambling to adapt to this generation since they comprise the fastest growing segment of the workforce population. Formed by the Internet, hands-on parenting, and multiculturalism, the Millennials have a lot going for them.

Here's a look at the strengths of the new kids on the block:

- **Interpersonal skills.** This may be their greatest strength. Instant messaging and cell phones keep Millennials constantly plugged into a network of family and friends, fostering the desire—and ability—to work collaboratively and within teams. And because Millennials grew up in an increasingly open and multicultural society, they tend to be more inclusive than their predecessors.
- **Education.** Millennials set the professional standard in education—undergraduate enrollment has almost doubled since 1970. Add to this highly involved, some would say "hovering" parents (see Helicopter Parents) and incessant coaching, and you get a generation that expects to keep learning. Don't be surprised if a young colleague constantly solicits feedback or actively seeks a promotion.
- **Clear goals.** Many Millennials bring a set of defined goals to the first day on the job. With influences like role-playing video games—where ordinary players accomplish difficult feats through strategy and foresight—it's easy to see that they would expect similar, real-world challenges.

But Millennials also have their limitations:

- **Lack of commitment.** The newest generation tends to put family and friends first. Faced with a choice between working long hours and socializing, at least some Millennials are likely to choose the latter. In the same way, Millennials are reluctant to let their jobs define them. For many Millennials, work is simply a way to support an attractive lifestyle. This tends to foster a free agent mentality that's always on the lookout for the next best offer.

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- **Over inflated sense of self.** Doting parents willing to advocate on their behalf and a lifetime of often-undeserved praise have given many Millennials a false sense of confidence. But that can quickly dissipate when they're reprimanded or challenged, and some may lack the fortitude and independence to stand on their own. On the other hand, Millennials aren't above questioning higher-ups when it suits them.

### Interviewing Millennials

Given all this, what's the best way to deal with Millennials? First and foremost, it's important to seek Millennial candidates who are committed, hard working, and motivated. We suggest the following:

- Use questions that elicit information about candidates' level of dedication in the past. For instance, ask when they showed a commitment to great service or exceeded their boss's expectations. Candidates who can give credible examples are more likely to be motivated by results than by a paycheck.
- Follow up with questions about motivation, such as, "What in this job will sustain your interest and motivation?" This allows candidates to give an honest assessment of their buy-in to your organization and where they see themselves fitting in long term.
- Additional questions should focus on potential liabilities. Does the candidate seem to lack confidence, independence, or a willingness to work hard? If so, ask for specific examples that demonstrate those traits. Candidates who have trouble citing quality examples might not be the best fit for your organization.
- Be careful how your organization presents itself during the interview process. Millennials may be turned off by stressful interviews or an overbearing line of questioning. And be straightforward with candidates; Millennials expect candor.

### Bringing Millennials Onboard

Once Millennials are hired, you may need to make some adjustments to meet their expectations. An effective orientation program will engage their enthusiasm and energy. At the same time, training in areas such as work ethic, customer service and time management may be necessary.

When possible, accommodate the needs of Millennials. This might include establishing coaching relationships or setting up mentoring opportunities. And customizing assignments and work schedules will also go a long way toward alleviating their workplace concerns. Perhaps most important, though, is to provide constructive feedback and to praise Millennials for a job well done.

Each generation offers a unique set of talents and limitations in the workplace—the Millennials are no exception. But recognizing what Millennials may or may not have to offer before and after hiring them will help ensure you're not left with just a set of keys as you watch them leave.

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Since 1995, LSA has helped leading organizations create and maintain competitive advantages through people. We work with a select group of clients to help them “move the needle” - from simple awareness of best practices through actual adoption of new skills on-the-job to measurable performance that truly impacts the business.

Over 85% of our business comes from repeat clients and our customer satisfaction rating is 97.5%. Our clients tell us that we are different. Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts across many areas.

## How Far Do You Want



## To Move the Needle?

- Our **Sales** clients confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.
- Our **Customer Loyalty** clients confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.
- Our **Leadership and Management** clients report that we decrease their costs by up to 50%, while helping increase speed-to-productivity by 60% and decrease unwanted attrition by up to 40%.
- Our **Project Management** clients inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

Our clients succeed in the marketplace through increased revenue, decreased costs, and higher productivity. They maintain that our rigorous assessment, implementation, and measurement capabilities bring them tangible results. As an organization, we are fiercely devoted to supporting their success.

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