



Managing for the Millennium

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Millennial Workforce

According to the Pew Research Center, Millennials became the largest generation in the workforce in 2015.

<http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>



Millennials Making Changes

- Millennials are changing the perception of leadership and management.
- They are forcing organizations to make changes in the way employees are managed and coached.



More Likely to Change Jobs

According to Gallup (2016):

- 60% of Millennials are open to new job opportunities (15 percentage points higher than non-Millennials)
- 36% will look for a new job in the next year
- 21% of Millennials have changed jobs in the last year
- Annual cost to U.S. economy is estimated at \$30.5 billion
- 55% are not engaged at work / 16% are actively disengaged

Adkins, A. (2016). Millennials: the job-hopping generation. Gallup Business Journal. Retrieved from <http://www.gallup.com/businessjournal/191459/millennials-job-hopping-generation.aspx>



What do Millennials Want?

According to Forbes:

- They want to grow, even if that means growing out of your agency.
- They want a coach, not a boss.
- They want balance and democracy.

Fromm, J. (2015). Millennials In The Workplace: They Don't Need Trophies But They Want Reinforcement. Retrieved from <https://www.forbes.com/sites/jefffromm/2015/11/06/millennials-in-the-workplace-dont-need-trophies-but-they-want-reinforcement/#35c8600d53f6>



Implementing Leadership Shifts

- Invest in their personal growth.
- Provide support.
- Extend employee/employer relationships beyond the annual review.
 - 69% of Millennials see their organization's review process as flawed.
 - 3 out of 4 Millennials feel in dark about their performance and 85% would feel more confident if they had on-going check-ins with their bosses.
- Measure quality of output rather than time spent on a project.

The TriNet Perform Survey was conducted by Wakefield Research (www.wakefieldresearch.com) among 1,000 U.S. fulltime employees born after 1980 between September 4 -15, 2015. This survey has a margin of error of +/- 3.1 percentage points.



New Managers

- Enroll in Management Development Classes early.
- Seek a Mentor (Coach) to help guide you and give feedback.
- Reach out to high-performing leaders within the agency and ask if they will help you understand how goals are set, and obtained.
- Enroll in trainings focused on how to manage and obtain data from various resources.
- Engage your staff
 - Ask for their feedback and get their buy-in.
 - Your staff understand the current trends affecting their work.



Jump In With Both Feet

- Don't be afraid to say, "I don't know, but I will find out."
- It is okay and necessary for you to ask your staff how they are doing.
- Self Reflect. Are you **LEADING?**
- Jump in with both feet.
- Understand the resources available.



Back to Basics

- **Child Support Mission**

- Provide excellent child support services to parents that wish to obtain and provide support for their children:
 - Establish paternity for children that are born-out-of-wedlock
 - Establish, modify, and enforce child support orders
 - Collect child support to maintain a steady stream of income for families
 - Locate the absent parent

- **Tools**



Efficiencies for Goal Obtainment

Maximizing office production is one of management's most important and challenging responsibilities. Because of different factors such as demographics, staffing, and management style, there is more than one way to accomplish this task.

- Clear and concise feedback
- Clear expectations/goals
- Course-correct
- Knowledge sharing
- Signs and signals to watch



Office Make-up

- Focused tasks with outcomes/goals
- Consolidate functions
- Monitoring
- Cross-training, minimize disruption
- Basics - ensure foundation laid, monitor progress
- Monthly milestones



Mentoring

Texas Child Support Division's mentoring program:

- Simple application process
- Participate as a mentee, mentor, or both
- Mentor/Mentee are paired by committee (pre-selected pairings are allowed)
- 3 month commitment
- Available to any employee with supervisor approval



Coaching

- Coaching is task-oriented. Mentoring is relationship-oriented.
- Help the employee develop specific skills, overcome challenges, and understand and meet performance expectations.
- This is something you should be doing every day.

Stanley, A. (2003). Next Generation Leader Five Essentials for Those Who Will Shape the Future. New York, NY: Multnomah Books.



Managing the Millennial

- Understand your workforce
 - Who are they?
 - What do they need?
- Understand the child support world
 - Jump in with both feet
- Encourage your staff to find mentors
- Invest in your employees
 - Coach your staff



A New Era

As Boomers retire, we are seeing tenure and experience leave the workforce at a progressively faster rate. We must prepare for the future. That means adjusting our leadership methods to engage, retain, and prepare our future leaders.



QUESTIONS?

