

WHAT MILLENNIALS WANT FROM WORK

*How to Maximize Engagement
in Today's Workforce*

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Foreword by **LYNDA GRATTON**
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**HOW TO MAXIMIZE ENGAGEMENT
IN TODAY'S WORKFORCE**

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BORN 1980-2000

RESEARCH INCLUDES

**25,000 MILLENNIALS &
29,000 OLDER
PROFESSIONAL,
MANAGERIAL, AND
EXECUTIVE STAFF**

FROM 22 COUNTRIES

job jumping
do good
want
needy
technology
long hours
focused on their life
poor social skills
over involved parents
disloyal
pay their dues
demand flexibility
entitled
attention seekers
whatever

THE PEOPLE

THE WORK

OPPORTUNITIES

THE PEOPLE

Opportunity to have friends and develop a community at work

Managers who care about their concerns

Teammates and mentors they trust

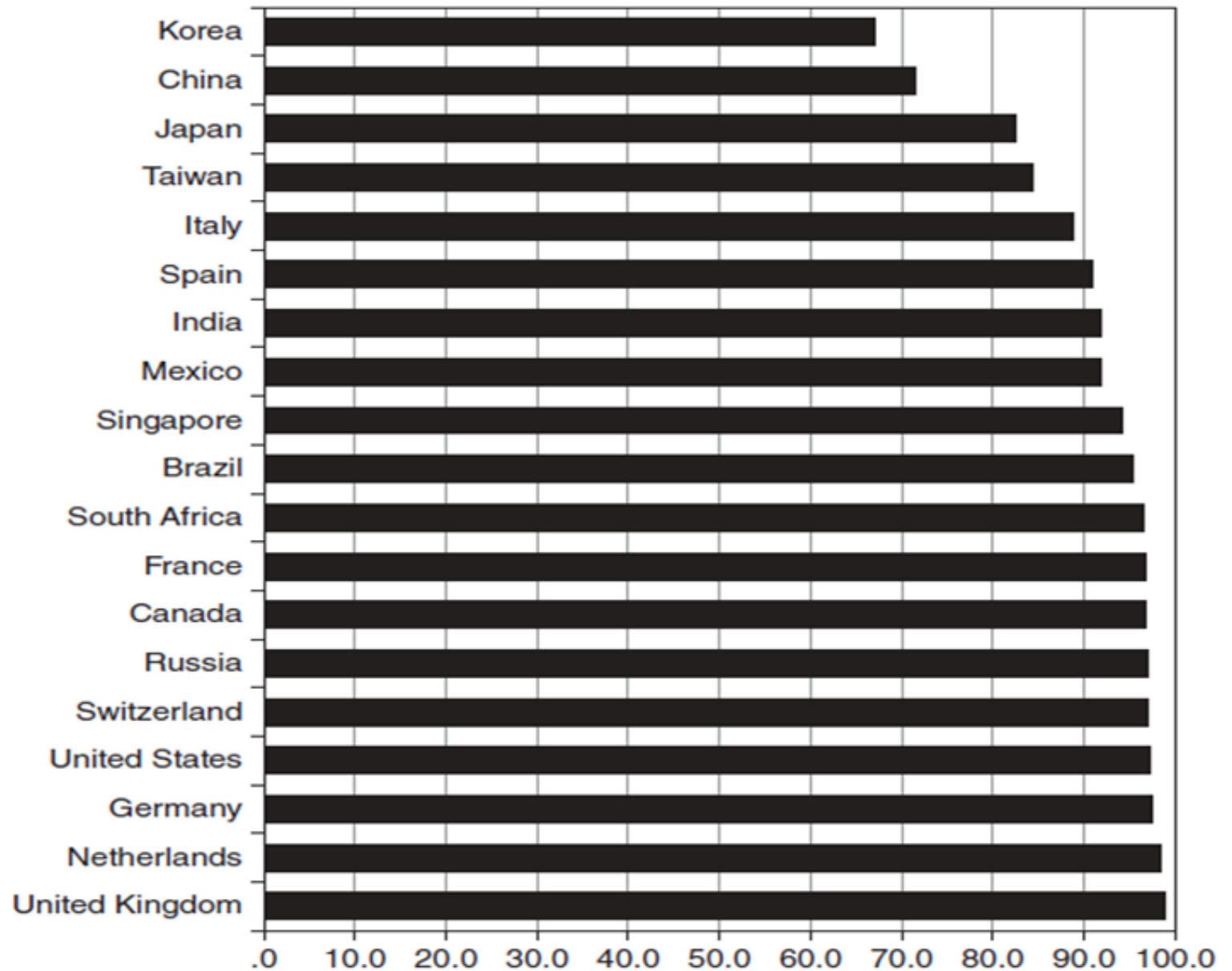
THE PEOPLE

Opportunity to have friends and develop a community at work

Managers who care about their concerns

Teammates and mentors they trust

PERCENTAGE OF MILLENNIALS WHO WILL DISCUSS PERFORMANCE APPRAISAL CONCERNS WITH SUPERVISOR



THE PEOPLE

Opportunity to have friends and develop a community at work

Managers who care about their concerns

Teammates and mentors they trust

THE WORK

Want interesting, non-routine work

Prefer autonomy and flexibility

Want to work for a socially responsible organization

PERCENTAGE OF MILLENNIALS GLOBALLY



THE WORK

Want interesting, non-routine work

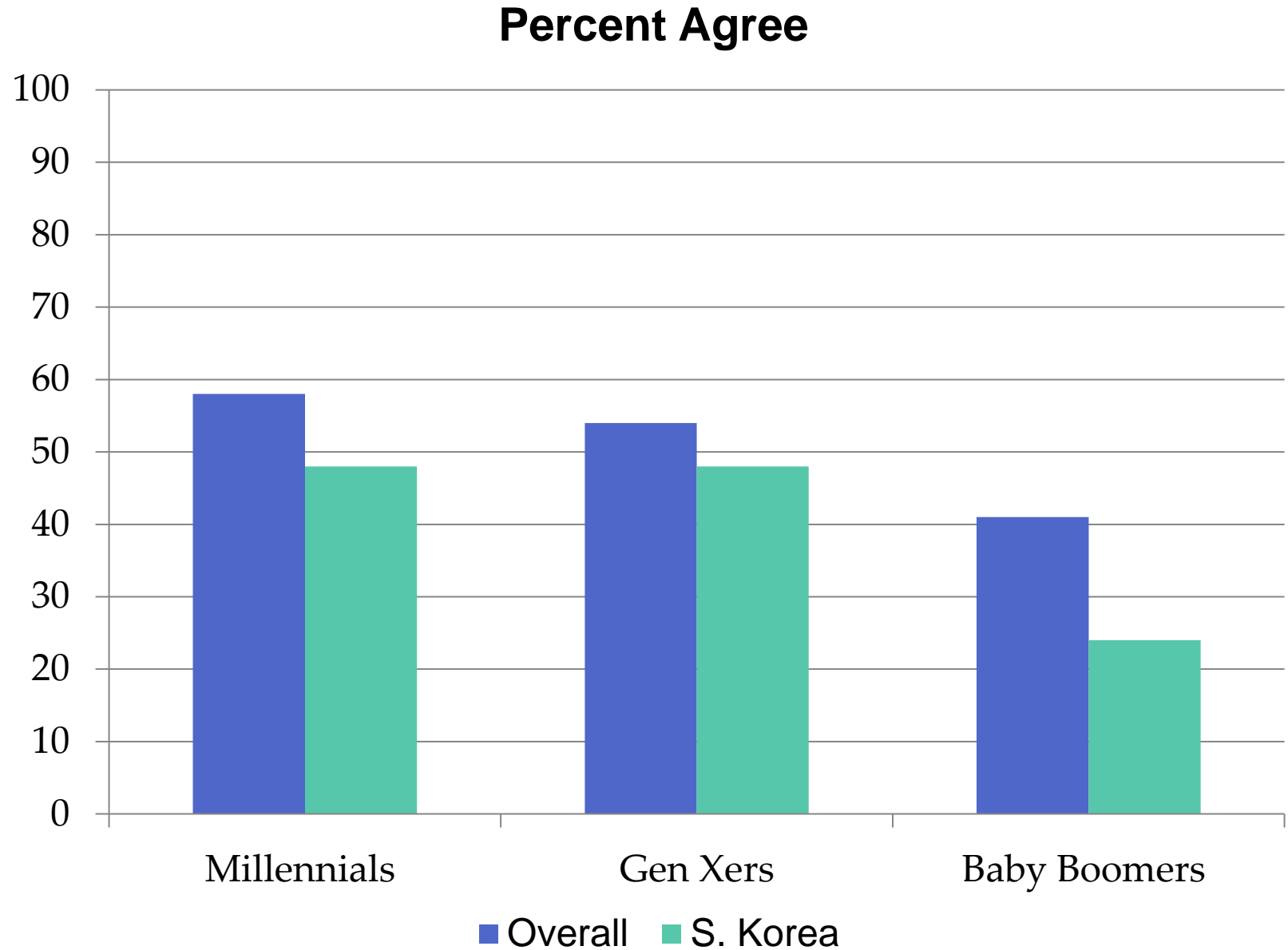
Prefer autonomy and flexibility

Want to work for a socially responsible organization

FOR 99%
AUTONOMY
in getting their work done
&
CONTROL
over their work assignments
IS IMPORTANT

96% OF MILLENNIALS
say that occasionally
shifting work hours
to accommodate
their personal life
was important to them

**THE AMOUNT OF
TIME MY JOB
TAKES UP
MAKES IT
DIFFICULT TO
FULFILL PERSONAL
OR FAMILY
RESPONSIBILITIES.**



THE WORK

Want interesting, non-routine work

Prefer autonomy and flexibility

Want to work for a socially responsible organization

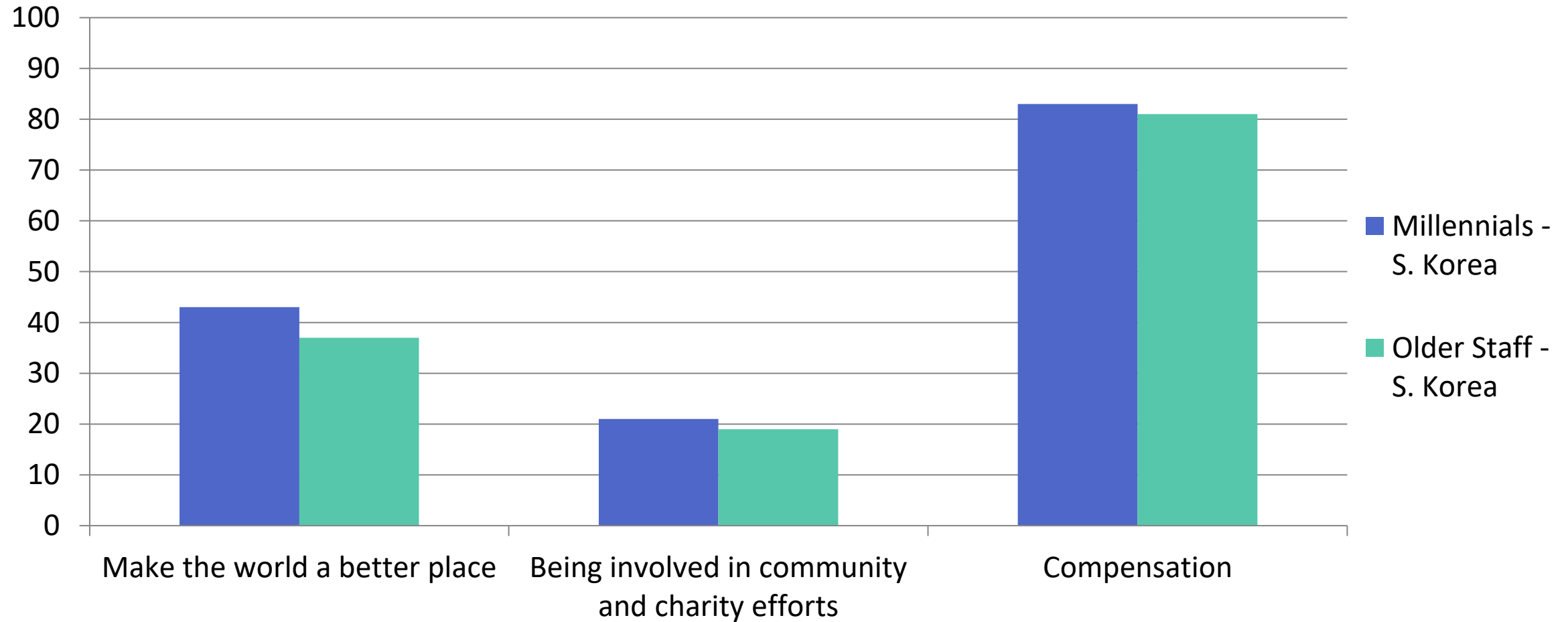
OPPORTUNITIES

Be paid appropriately

More frequent feedback

Receive development
and promotion
opportunities

VERY OR EXTREMELY IMPORTANT



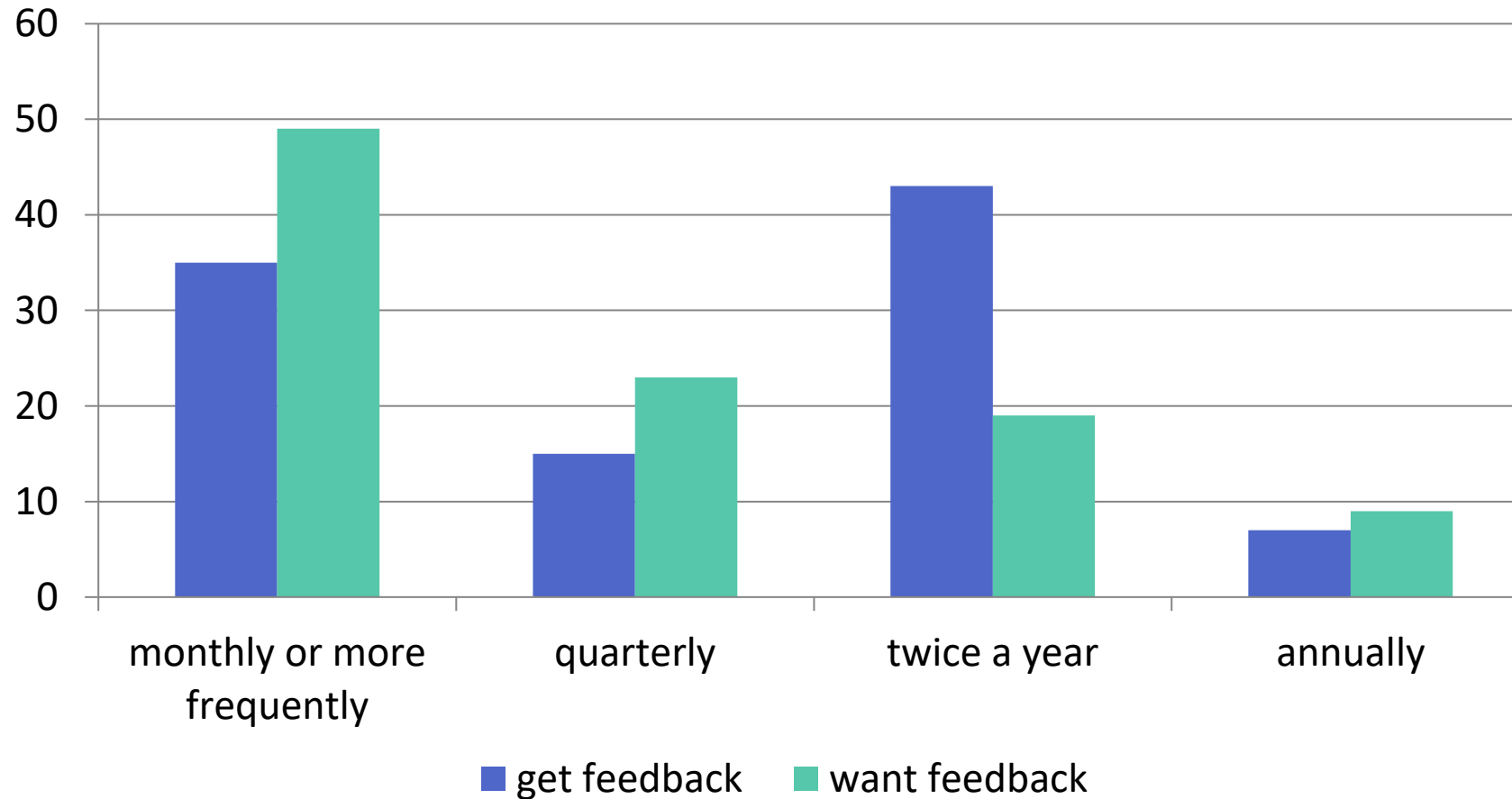
OPPORTUNITIES

Be paid appropriately

More frequent feedback

Receive development
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MILLENNIALS IN S. KOREA WANT FEEDBACK



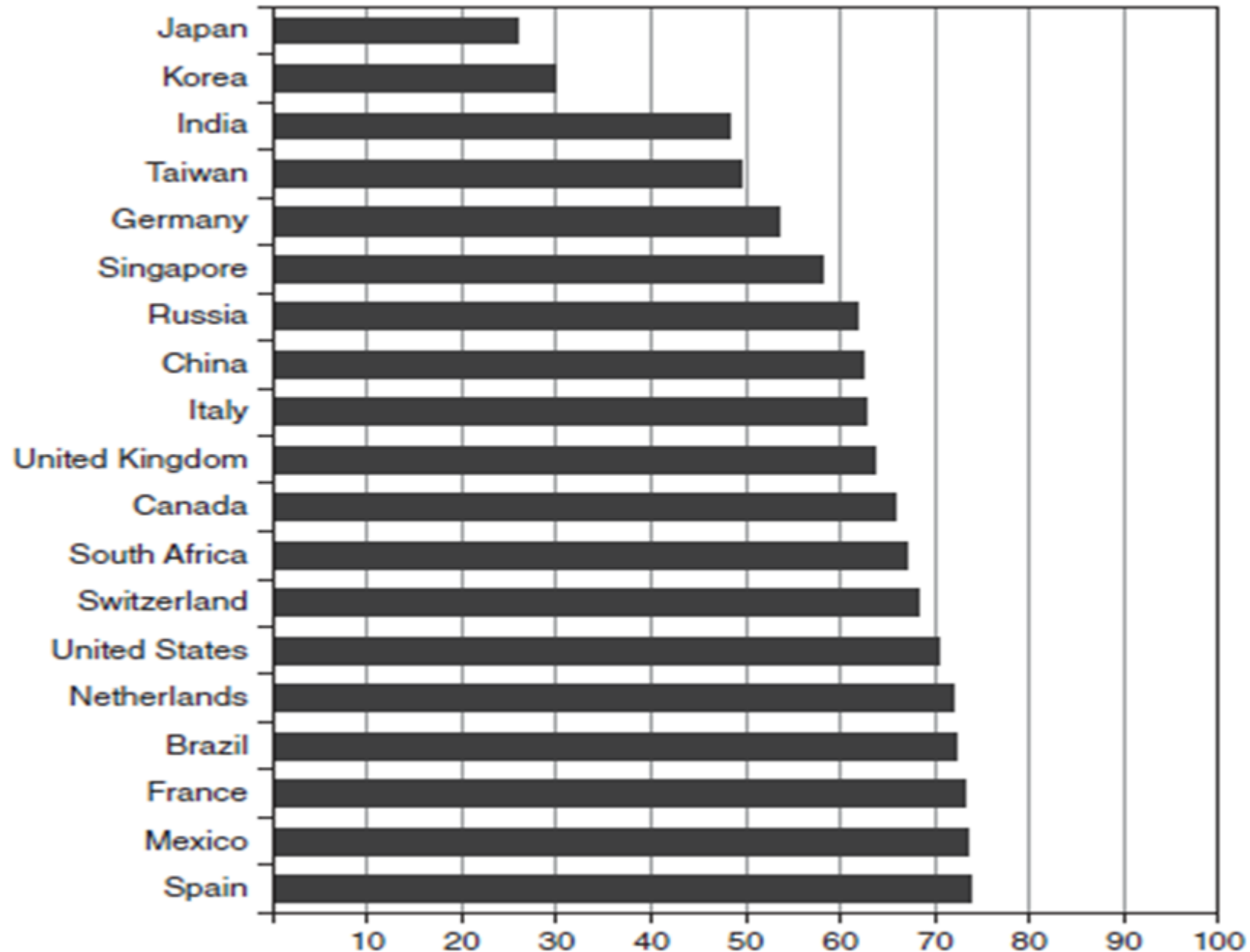
OPPORTUNITIES

Be paid appropriately

More frequent feedback

Receive development
and promotion
opportunities

PERCENTAGE OF MILLENNIALS WHO ARE SATISFIED WITH THEIR ADVANCEMENT



FOCUS ON

THE PEOPLE

Friends &
Mentors
Team
Boss

THE WORK

Interesting
Meaningful
Balanced

OPPORTUNITIES

Advancement
Feedback
& Pay

QUALITY OF WORK *and* QUALITY OF LIFE