



How the Recession Shaped Millennial and Hiring Manager Attitudes about Millennials' Future Careers

By Alexandra Levit with Dr. Sanja Licina
Commissioned by the Career Advisory Board



Presented by DeVry University



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SUMMARY



Many believe the recession is on its way out. According to the Bureau of Labor Statistics, the unemployment rate fell sharply to just below nine percent in February 2011, the lowest since April 2009, and the U.S. government reported that more than a half a million people found work. Throughout the economic downturn, Millennials, ages 21 to 31 years, have adopted a more realistic attitude about their careers and are taking practical steps towards their professional advancement. However, the views hiring managers hold of Millennials have not caught up to this evolution, as many hiring managers still believe in the “Millennial stereotype,” including that Millennials are driven by unreasonably high pay in return for minimal effort.

Both Millennials and their managers agree on the strengths (e.g. digital comfort) and weaknesses (e.g. impatience with established processes) of the younger generation. Millennials and their managers also anticipate that Millennials will manage their careers by pursuing advanced education, changing professions and work situations, and overcoming unique challenges associated with the 21st century workplace.

This research report will address these issues and others as uncovered in various research initiatives, including “The Future of Millennial Careers,” research study, which was commissioned by the Career Advisory Board, presented by DeVry University, and conducted by Harris Interactive. This report offers actionable recommendations to drive career success for Millennials today.

INTRODUCTION



Given the pending retirement of 80 million U.S. Baby Boomers (born 1946-63) and the relatively small number (approximately 40 million) of U.S. Generation Xers (born 1964-79), the 80 million U.S. Millennials (born 1980-95) are poised to enter leadership positions at a younger age than previous generations; they are seeing their careers fast-tracked like no generation before them. The oldest Millennials entered the workplace in the early 2000s and were brazen in demanding flexibility, seamless communication and desirable assignments right away.

However, the recession appears to have caused a shift in Millennials' attitudes about achieving immediate career success. Young professionals watched in shock as hiring freezes and massive layoffs forced them into unemployment lines in record numbers. They began to recognize that having a good job was perhaps not a given, but a privilege. They have walked away with valuable lessons on what they need to do to succeed. Millennials appear to be taking the initiative to prove their worth to employers on a daily basis and honing their soft skills in the long term.

WHO'S WHO IN TODAY'S WORKPLACE

Common perceptions of the Traditionalists, Baby Boomers, Generation X-ers, and Millennials as observed by Alexandra Levit in her research on the intergenerational workforce.

TRADITIONALISTS

Born before
1946

- Loyalists who spent a lifetime at one company and expect to be rewarded with a gold watch
- Disciplined, rule-abiding, respectful of authority, and accustomed to sacrifice
- Want their experience to be valued
- Prefer formal communications and individual work

Key Characteristics

"How can I help YOU?"

"Flexibility is a code word for less work getting done."

"If I'm not yelling at you, you're doing fine."

BABY BOOMERS

1946-63

- Worshipped the Beatles and clawed their way to the top of the corporate ladder
- Work hard for a cause and were the first to question authority and desire personal fulfillment at work
- Optimistic and hyper-involved in all areas of their lives
- Prefer to be team players and communicate in person, they need to be needed

Key Characteristics

"You'll get your feedback, that's what annual performance reviews are for."

"I paid my dues to get more money, a better title, and a swankier office – what are you going to do?"

"We've been in business for 50 years, we must be doing something right."

GENERATION X

1964-79

- Loners or "latchkey kids" who learned to be self-reliant when parents left them alone at home
- Cynical, informal and task-oriented
- Pioneered the concept of portable skill sets
- Prefer direct communication and doing things their way

Key Characteristics

"Company loyalty – what's that?"

"I can manage my own career, thank you very much."

"Give me the skills or give me death."

MILLENNIALS

1980-95

- Techies whose parents taught them they were entitled to the world
- Confident, collaborative, impatient, entrepreneurial, and socially tolerant
- Work by multi-tasking in real time
- Prefer e-communication and want continuous exposure to challenges and interesting people

Key Characteristics

"Sorry to interrupt, but you haven't told me how I'm doing in the last hour."

"Let's cut out the red tape and cut it out now."

"How can YOU help ME?"

AN EVOLUTION IN PROGRESS: Millennials' Attitudes on Their Current Careers as Documented in Prior Research

Since the mid-2000s, the Millennial generation has been studied extensively by a number of organizations including the Pew Research Center, Johnson Controls and Career Edge. Research from 2009 and 2010 has sparked key questions about Millennial careers in the recessionary business climate:

- How have Millennials' attitudes evolved since the recession?
- How will this generation's approach to their careers differ from how they have perceived and conducted their careers to-date?
- Do Millennials and their managers understand each other with respect to what is required for career advancement?

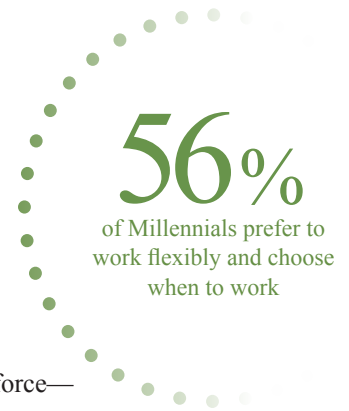
These are areas that have not been explored previously but are of critical importance as Millennials continue to enter and rise in the business world in record numbers.

73%

of Millennials prefer continuous feedback from their manager

37%

of Millennials are unemployed



Pew Research Center, 2010

- Thirty-seven percent of Millennials are unemployed or out of the workforce—the highest share among this age group in more than three decades
- Ten percent of Millennials reported they recently lost a job. Nearly six in 10 employed Millennials say they already have switched careers at least once

Johnson Controls, 2010

- Thirty-four percent of Millennials expect to stay in a job between one and two years, with 57 percent saying two to three years
- Fifty-six percent of Millennials prefer to work flexibly and choose when to work, but less than 25 percent expect their employers to offer it
- Seventy-nine percent of Millennials prefer to be mobile rather than static workers

Mr. Youth/Intrepid, 2010

- Fifty-four percent prefer to make decisions by consensus, and 70 percent prefer it when they are amongst their peers
- In both the United Kingdom (34 percent) and the U.S. (37 percent), the No. 1 reason Millennials provided for switching jobs was that they “just needed a change.” That need for change far exceeded the desire for a better salary, benefits, or a more senior position.

Career Edge, 2010

- When asked how they are forming their opinions of employers today, 80 percent of Millennials said they are most likely to base their views on information gathered from websites.
- About 73 percent of respondents cited continuous, ongoing and informal performance feedback from their manager as a leading quality of great workplaces, while about 72 percent also cited tuition subsidies or education courses related to their jobs.



STUDY OVERVIEW: What is the Long-Term View for Millennials and Their Hiring Managers?

Building on existing research outlined that measured Millennials' current perceptions of their careers and the workplace, the recent study released by the Career Advisory Board explored Millennial attitudes toward their future careers. This includes how their careers will evolve overtime, the types of organizations they will work for, the number of jobs/careers they will have, and the skills and experiences they will need to be successful in the long term. The study, commissioned by the Career Advisory Board was conducted online by Harris Interactive in December 2010 and January 2011 among 1,023 U.S. adults. Five-hundred of the study's participants were employed Millennials or seeking employment, and 523 were hiring managers who have experience interacting with Millennials.

The research gathered perceptions from human resource executives and Millennial managers in large and small businesses, nonprofit organizations, academia and government in the U.S. to determine how they anticipated employing Millennials over the next 15 years. They were asked questions covering the following topics:

- What will be the unique opportunities for Millennials?
- What strengths and weaknesses do Millennial employees currently have?
- What skills and training will these employees require to develop into successful future leaders?
- How will they progress inside and outside their current organization?

The researchers were particularly interested in the disparities that might exist between Millennials' perceptions of their future careers and employer perceptions of Millennials' future careers.

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The study found that Millennials are taking a more pragmatic approach with respect to their future careers, which the authors believe is a result of the recent economic downturn. In order to succeed, Millennials reported they need to pursue higher education, obtain transferable skills, hold a variety of jobs and perhaps even pursue multiple career paths. The research also shows that Millennials would like their work to be personally meaningful.

Hiring managers of Millennials believe they have a clear understanding of what young professionals need to do to become the leaders of the future, but these managers did exhibit some cynicism. In general, managers still perceive Millennials to have a sense of entitlement and unrealistic expectations of their own career growth and success. One of the most common misperceptions among managers, for example, was their belief that the desire to earn a high salary primarily drives Millennial job and career decisions.

Please note that both in the research survey and in this publication, "job" was defined as a position at a single company or organization and "career" was defined as an area of work that one becomes progressively more skilled in over a period of time.

Pursuing Advanced Education

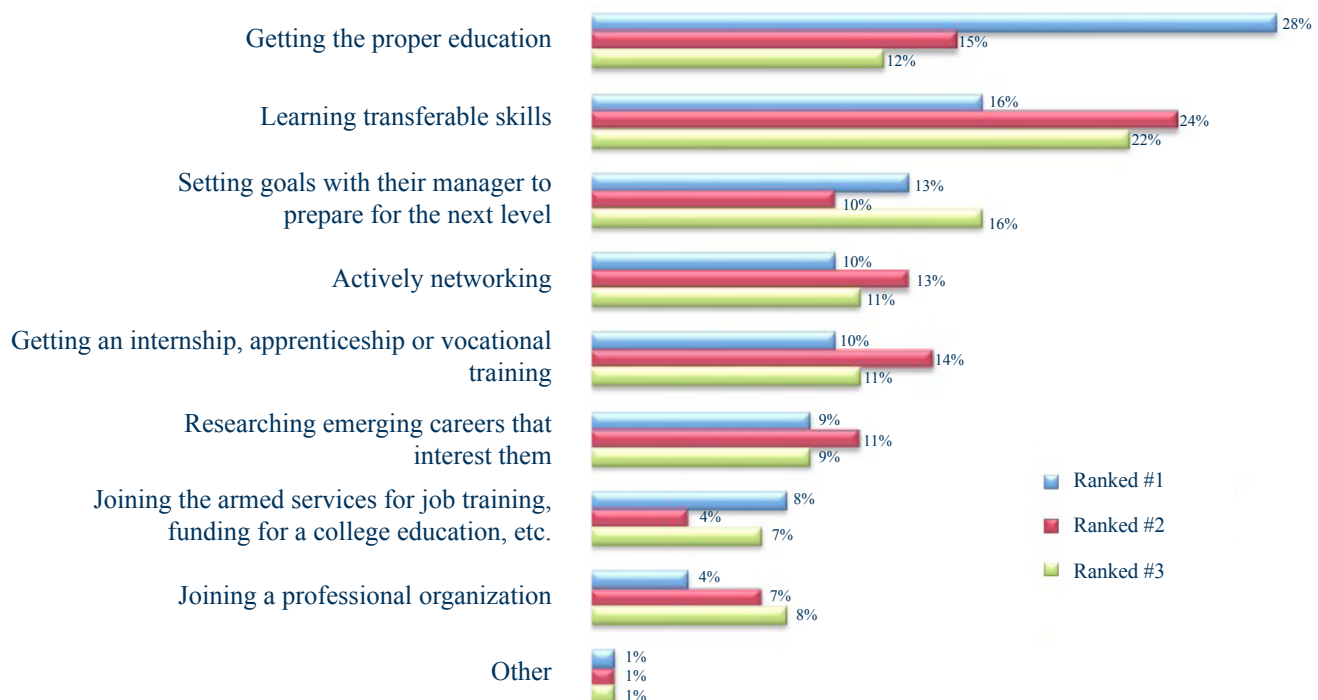


Nearly four-fifths (79 percent) of Millennial respondents ages 21-31 reported they had completed at least some college to date, and 14 percent reported they had finished at least some graduate school. In the wake of the recession, 65 percent of Millennial respondents ranked education among their top three preparation activities. In fact, 40 percent of all Millennial respondents ranked “getting the proper education” as the most important choice they could make to prepare for their future careers.

40%
of Millennials ranked “getting the proper education” as the most important choice to prepare for their future

Younger females, especially (Millennials ages 21-25), felt education was the most critical component to advancement over the next 15 years (51 percent of females age 21-25 compared to 40 percent of males the same age). In general, Millennials who completed a bachelor’s degree or higher overwhelmingly reported a master’s degree (93 percent) or a professional degree (M.D., Ph.D., J.D., etc.) (84 percent) was at least somewhat relevant to their future career progression.

Hiring Managers – Most Important Choices for Millennials to Make to Prepare for Their Future Careers



Interestingly, managers of Millennials were less certain that pursuing an advanced education would set apart high Millennia achievers; only 28 percent of managers cited “getting the proper education” as the most important preparation vehicle for future success (55 percent placed it in the top three), highlighting the importance of focusing on additional areas aside from education to help

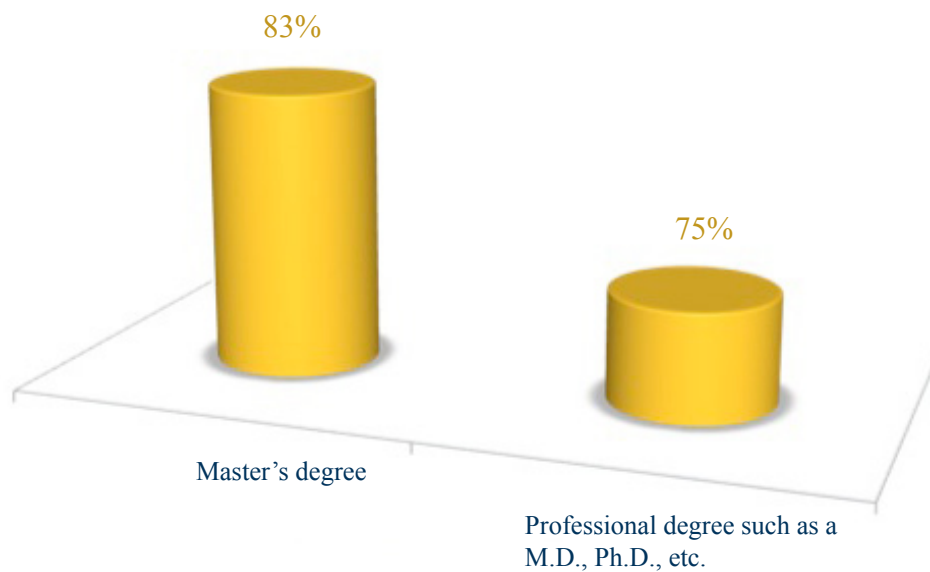
Millennials advance in their careers. More than six in 10 managers (62 percent) cited “learning transferable skills” as one of the top three steps Millennials can take today to prepare for the next 15 years, while nearly two in five (39 percent) managers reported that “setting goals with managers” should be in the top three on their to-do list.

62%

of managers cited “learning transferable skills” in top three steps to take to prepare for the next 15 years

Millennials – Relevance of a Degree to Achieve Career Success

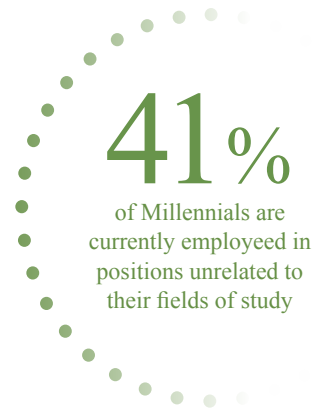
[Net percent of somewhat/very relevant]



This disconnect between Millennials and managers regarding the importance of education may not be entirely surprising. With the passing years, an increasing number young people are getting advanced degrees, which is a norm that did not previously exist. Because managers used means other than obtaining a higher degree to get ahead in the workplace, they may not view education as a key step for Millennials to advance their careers. Managers also have more work experience than Millennials, and they have seen that there is more than one way to achieve career success.

There are some Millennials who recognize the value of mastering transferable skills such as project management, marketing and finance in order to succeed within different careers; 57 percent of them agreed with managers (62 percent) who reported that it should be among the three most important steps taken to prepare for career success. Some of these insights

likely came from Millennials whose education did not translate directly to the work world in a post-recession climate because among Millennials who were employed and had obtained at least an associate's degree, 41 percent said they were currently employed in positions unrelated to their fields of study. Millennials did not, however, value guidance from senior mentors as much as managers thought they should; only 20 percent said "setting goals with managers" should be among the top three priorities, compared with 39 percent of managers.



Advice and Actions for Millennials and Hiring Managers



When considering an advanced degree, it is important for Millennials to make sure they are obtaining one for the right reason. Certainly, a degree is a credential an individual will have forever, and it can help to communicate to employers the knowledge a candidate brings to the table. Millennials are also comfortable with the concept of school, where expectations are clearly defined and reading texts and passing finals is routine. Because this sense of comfort may entice them go back to school, self reflection is critical. Prior to returning to the classroom, it is important for Millennials to consider:

- Whether they have done enough research and/or have enough real-world experience in a particular field to determine that they are passionate and committed to it.
- Whether a graduate degree will provide substantial leverage in their chosen field.

Mastering transferable skills and setting development goals with managers are excellent approaches for preparing Millennials for wherever their careers

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Mastering transferable skills and setting development goals with managers are excellent approaches for preparing Millennials for wherever their careers may take them.

may take them. Participating in training programs offered inside and outside a young professional's place of employment as well as volunteer work and internships are also terrific strategies for becoming a well-rounded employee and assessing whether a given career path is viable. Managers can assist by investigating the learning opportunities available to their employees and by making specific recommendations as part of each individual's development plan.



Changing Careers and Work Situations



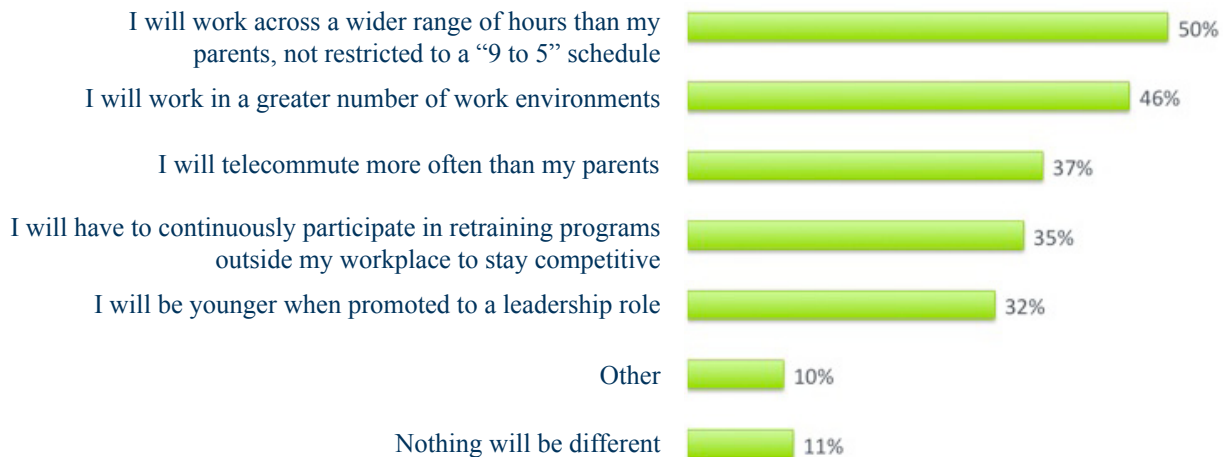
The body of research on Millennials suggests that their job and career decisions will be shorter term than those of previous generations. This has been attributed to a variety of factors. First, as they were growing up, Millennials watched as their parents became downsized from companies that had employed them for many years, and more recently, their peers and perhaps they themselves

have experienced mass layoffs; so the idea of unquestioned loyalty to a single employer is distasteful to them. Secondly, experts who have studied this generation have written extensively on the extended adolescence of Millennials. The extended adolescence theory implies that Millennials will be well into their thirties before they settle into a stable lifestyle, and they are also more comfortable with change and uncertainty than older generations.

For me, being happy in a career means participating in worthwhile and meaningful work that benefits others and allows me to pursue my own interests.'

- Millennial respondent

Millennials – Differences in What Their Work Experience Will Be Like Compared to Their Parents



I want a stable, rewarding and fulfilling job that isn't going to suck the life out of me. It's about respect and work/life management more than pay.'

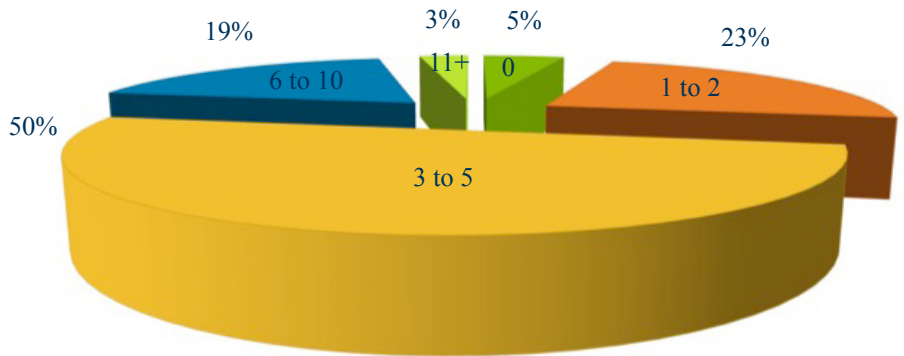
- Millennial respondent

Given these factors, as well as the way in which the workplace in general is evolving, the finding that both Millennials (81 percent) and hiring managers (81 percent) reported that Millennials will have more jobs and careers over the course of their time in the workforce than older generations is not surprising. It also makes sense that 89 percent of Millennials expected their future work experiences to differ from those of their parents' generation, including more non-traditional hours (50 percent), more telecommuting (37 percent), and more required job re-training (35 percent).

Many experts have written about the fact that Millennials are expected to move around in their jobs and careers, and this research reflected this trend. However, 78 percent of Millennials speculated they would have five or fewer jobs over the course of their career, a number that seems low compared to the U.S. Bureau of Labor Statistics' pre-recession estimates of seven to 10 jobs per American. Two possible explanations for this finding are that five jobs sounds overwhelming to a 20-something and the current economic climate has frightened employed Millennials into staying where they are for a longer period of time.

78%
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Millennials – Total Number of Expected Jobs Over the Course of their Career



Interestingly, younger Millennials were somewhat more decisive about their career paths, compared to older Millennials. Seventy-two percent of 21-25 year-olds (versus 64 percent of age 26-31) said they have settled on a particular career path or series of career paths. *What is at work here?*

It is conceivable that college students and young professionals in their first or second jobs do not have enough real-world experience to know that their chosen careers are not right for them. Also, experts believe Millennials are more likely to be paying for their own schooling, so they have more at stake when it comes to focusing on and progressing in a single career. Older Millennials, on the other hand, have realized that finding one's passion is often a process of experimentation and they believe that there are only so many aspects of their career trajectory they can directly control.

Millennials equate a successful career with doing work that is meaningful to them. Seventy-one percent of Millennials reported that meaningful work was among the three most important factors defining career success, while 30 percent believed it was the most critical factor. This was one area where managerial perceptions strongly diverged; only 11 percent of managers reported that meaningful work was the most important factor contributing to Millennial success, while almost one-half (48 percent) of managers said high pay was the most critical factor in defining career success.

When evaluating a workplace over the next 15 years, nearly a quarter (24 percent, or more specifically, 29 percent of Millennials ages 21-25 and 18 percent of those ages 26-31) of Millennials cited “stable employment” as their top priority. This result, which differs from prior studies on Millennial career priorities, may reflect a post-recessionary culture of fear and a new desire to be more pragmatic when it comes to their futures.

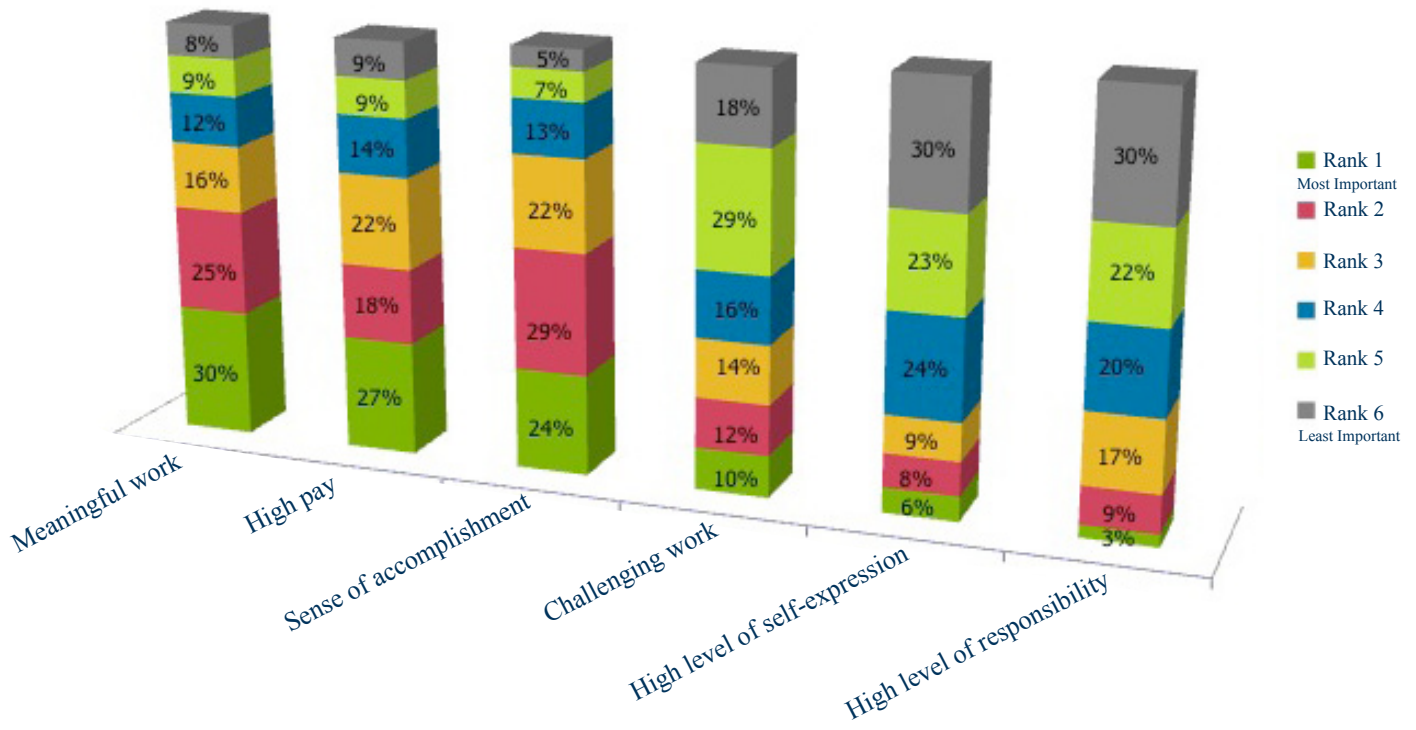
Similarly, while previous Millennial research had these young professionals exiting the corporate world in large numbers in favor of starting their own businesses, this research demonstrated their willingness to work in a variety of different environments over the course of their careers. While 50 percent in this research were interested in being self-employed, nearly the same proportion were interested in working for a large, U.S. (51 percent each) or multi-national corporation (48 percent). In addition, 45 percent saw themselves in academia, 41 percent in government and 35 percent in non-profit organizations.

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71%
of Millennials reported
that meaningful work
was among the most
important factors
defining career success.

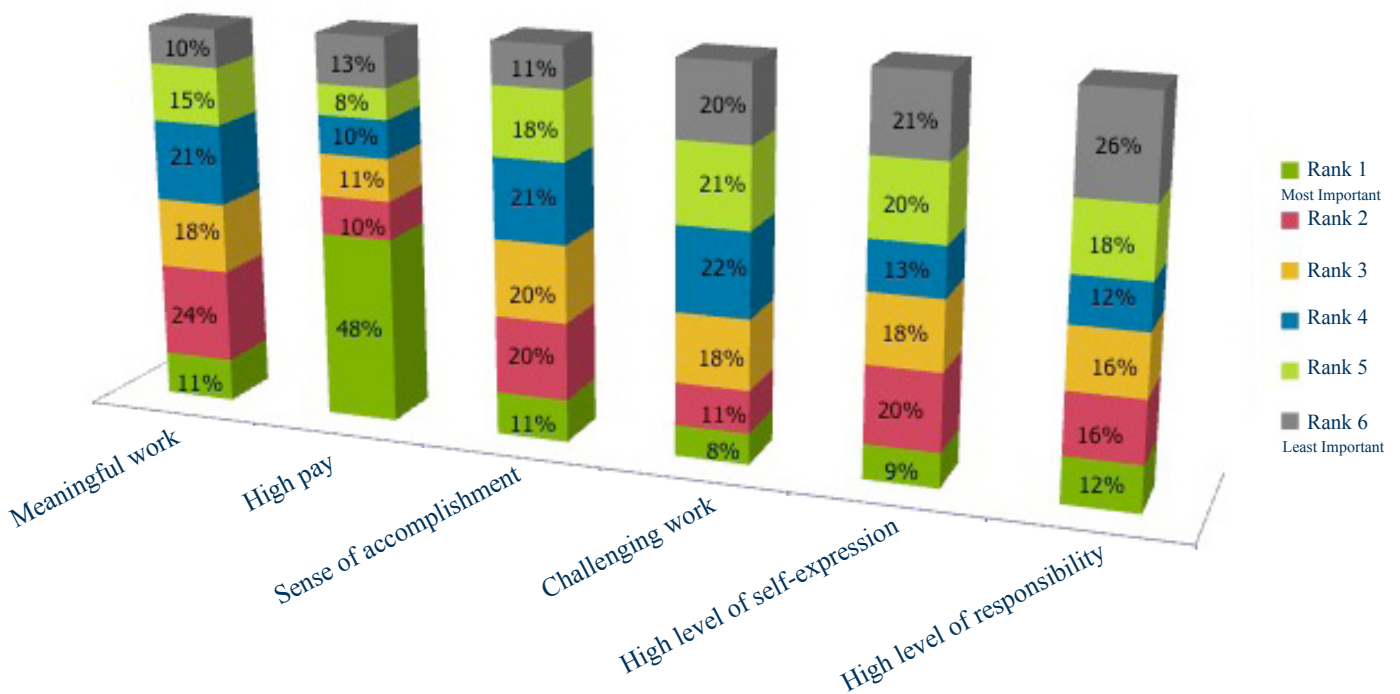
• • •
Only 11 percent of
managers agreed.

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Millennials – Factors that Indicate Career Success Ranked in Order of Importance



Hiring Managers – Factors that Indicate Millennials' Career Success Ranked in Order of Importance



Advice and Actions for Millennials and Hiring Managers



Given the likely diversity of their future career experiences, what should Millennials do to ensure they have access to the greatest number of opportunities? As described in the first section, pursuing advanced education and learning transferable skills are good options.

Millennials and managers generally agree regarding Millennial strengths and where they should leverage them. For example, 54 percent of Millennials and 48 percent of managers cited digital comfort (using social media and learning about new technologies) as one of the top three unique skills Millennials have to offer employers. Furthermore, 63 percent of Millennials and 58 percent of managers reported that the technology industry will be among the top three most productive fields for evolving Millennial careers in the next 15 years.

Since young professionals have identified finding meaningful work as a high priority, it is important for them to be proactive about this discovery process. They can start by conducting a self-assessment exercise in which they ask themselves questions such as the following:

- What is most important to me?
- What are my values?
- What type of work environment would make me want to sit in traffic for hours just for the privilege of showing up?

Formal personality and work fit tests are available at most campus career and alumni centers, and young professionals can also take advantage of free resources at websites like the DeVry Career Profiler (www.devrycareerprofiler.com), Career Drivers (www.careerdriversassessment.com) and Coach Compass (www.coachcompass.com).

Millennials can also use online tools such as the Bureau of Labor Statistics' Occupational Outlook Handbook (www.bls.gov/ooh) to investigate the specifics of various career paths (e.g. educational requirements, daily responsibilities, earning potential) that interest them, and then locate individuals currently working in those fields via social media. The next step is to use a website like CareerBuilder.com to research potential company contacts who can provide necessary background information, and then ask them for a 30-minute conversation in which the contact shares general information about his or her career trajectory. This process allows young professionals to begin establishing valuable one-on-one relationships that could result in anything from a job offer to the opportunity to shadow employees in a variety of work environments.

To ensure they have access to the greatest number of opportunities, Millennials should:

- Pursue advanced education
- Learn transferrable skills
- Capitalize on strengths
- Be proactive about their discovery plans

FREE RESOURCES



career exploration:
www.bls.gov/ooh
careerbuilder.com

**self assessment exercises
or formal personality and work-fit test:**
www.devrycareerprofiler.com
www.careerdriverassessment.com
www.coachcompass.com



Millennials should place value on the importance of developing a strong relationship with a long-term mentor, either inside or outside their current organization, who can help guide their career decisions. They need not rely on

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Millennials should place value on the importance of developing a strong relationship with a long-term mentor.

a formal company mentorship program to get started. To find an appropriate mentor, Millennials can simply observe successful individuals who seem to enjoy helping others. An ideal candidate will have already passed through the career stage where the young professional currently is and be willing to meet in-person on a regular basis. Managers can facilitate the matching process by scouting out young professionals they enjoy working with, and offer them mentorship.

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Millennials who desire flexible work schedules should begin by honing their self-discipline and internal motivation.

Finally, Millennials who desire flexible work schedules should begin by honing their self-discipline and internal motivation, as well as organizational skills such as time management. Rather than blindly asking for a flexible work schedule, they should

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prepare a formal or informal proposal, depending on the company, that positions telework as a benefit to the employer, and addresses a manager's concerns upfront (e.g. employee availability, any necessary equipment). Prospective telecommuters might suggest a trial arrangement where they can demonstrate to their managers that they are indeed cutting expenses and working more efficiently.

Surmounting Unique Challenges



Prior to 2008, the common view was that Millennials would have limitless job opportunities. The Baby Boomers would begin retiring en masse, and without enough Generation Xers to take places of the Baby Boomers, global corporations would look to the Millennial generation to fill the resulting labor shortage. However, few anticipated the severity of the recession, or the fact that we would so quickly move to a technology-based, leaner workforce model that is service-oriented in nature, and requires fewer human beings to operate.

There are two primary challenges Millennials face as they transition into the work world and set their future careers on the right track. First, they must overcome the pervasive stereotypes managers have about their generation. Secondly, they must identify and address areas that impact their ability to work effectively in the professional world.

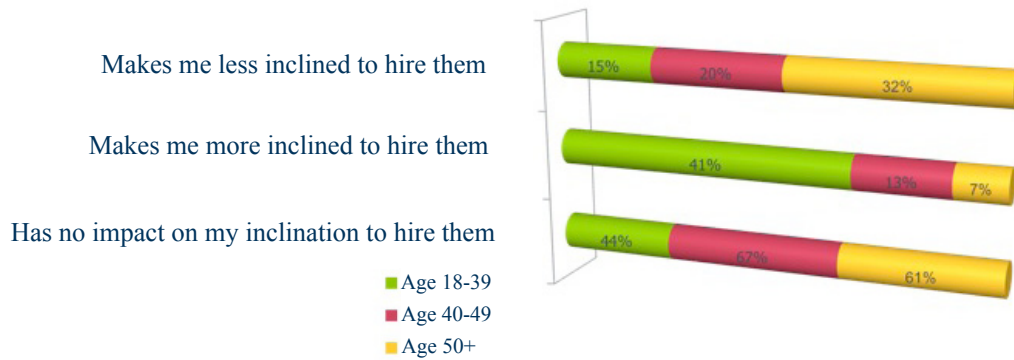
The research uncovered that compared to Gen X and Millennial managers, Traditionalist and Baby Boomer managers hold attitudes about Millennial employees that more sharply diverge from the attitudes Millennials have about themselves. For example, 69 percent of managers over the age of 50 ranked starting salary as a top priority of Millennials who are evaluating a workplace (compared to 57 percent of managers ages 40-49 and 52 percent of managers ages 18-39). Less than half (45 percent) of Millennials ranked starting salary as one of their top three priorities when evaluating a workplace.



Less than half of Millennials ranked "starting salary" as one of their top three priorities



Hiring Managers – “Knowing that Millennials will have more jobs/ careers over the course of their time in the workforce...”



The age of managers also made a substantial difference in their views of how important the amount of time spent at work is to Millennials. Fifty-two percent of managers over the age of 50 ranked “amount of time spent at work” as one of the top three priorities Millennials have when evaluating a workplace (compared to

50 percent of managers ages 40-49 and just 31 percent of managers ages 18-39). Thirty-five percent of Millennials ranked “amount of time spent at work” as one of the top three priorities when evaluating a workplace. This finding seems to reflect a stereotype frequently held by Traditionalists and Baby Boomers that Millennials do not want to work hard.

The study also revealed that Traditionalist and Baby Boomer managers were less likely to hire Millennials. Only seven percent of managers over the age of 50 reported that they would be more likely to hire young professionals knowing Millennials will have more jobs and careers over the course of their time in the workforce, compared to 13 percent of managers ages 40-49 and 41 percent of managers ages 18-39. While 32 percent of managers over the age of 50 said that their current knowledge about Millennials’ greater number of jobs and careers would render them less likely to hire young professionals (compared to 20 percent of managers ages 40-49 and 41 percent of managers ages 18-39).

“I want to grow into an experienced leader who is appreciated by my company.”
- Millennial respondent



For Millennials, it's all about the money. They think they deserve the big bucks for doing very little.'
- Manager respondent

Interestingly, the results showed that overall, male managers were more likely than female managers to hire Millennials despite the fact that Millennials will have more jobs and careers than other generations (28 percent versus 13 percent). This may be because female managers have clashed more with Millennials in the workplace, or because when in an attempt to mentor these young professionals more closely, they have come face-to-face with some of the weaknesses to be discussed in the next section.

Millennials also have the deck stacked against them when it comes to certain types of workplaces. For instance, managers in medium-sized companies (501 to 2500 employees) reported they were much more likely to hire Millennials (48 percent) compared to their cohorts at smaller or larger companies (17 percent of those in companies with up to 50 employees, 27 percent of those with 51 to 500 employees, and just eight percent of those in companies with 2,501 or more employees). This may be because medium-sized companies are better equipped to address the development needs of Millennials. Very large organizations have complex staffing structures that make it more difficult for young professionals to find their places, and the smallest organizations require employees to handle a diverse array of responsibilities for which Millennials may not be prepared.

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Overall, male managers were more likely to hire Millennials than female managers.
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Identifying and Addressing Millennial Weaknesses

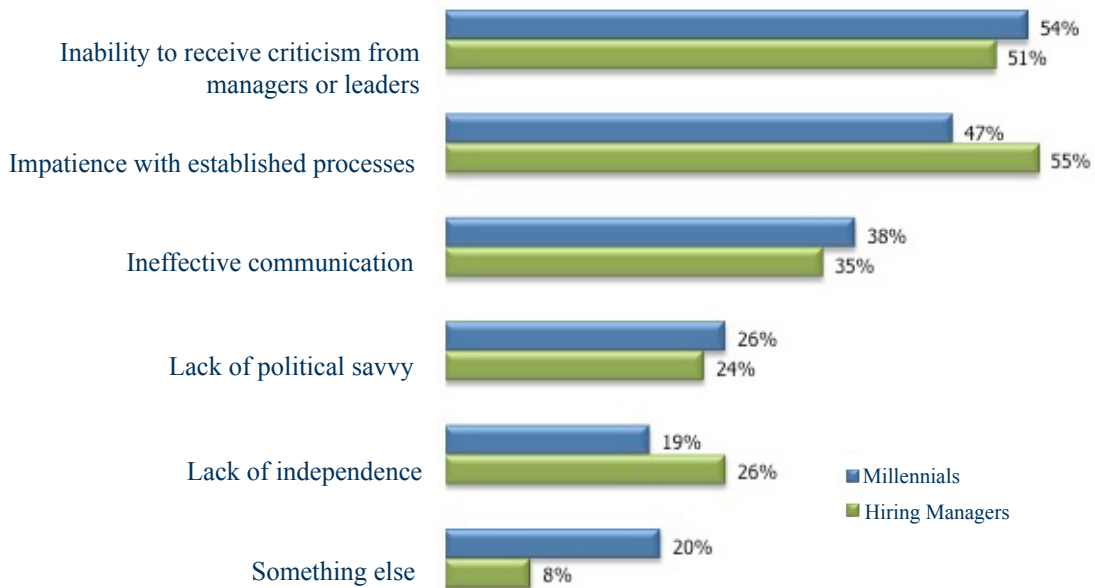


Millennials and their managers agreed that compared to older generations, Millennials exhibit the following weaknesses: an “inability to receive criticism,” “impatience with established processes,” and “ineffective communication” (this was reported by 54, 47 and 38 percent of Millennials, and 51, 55 and 35 percent of managers, respectively).

55%
of managers report
that “impatience” is a
critical weakness of
Millennials

However, younger Millennials ages 21-25 did not report “impatience with established processes” to be as major a weakness as their older peers or their managers did. Only 41 percent of them cited this impatience as a critical weakness, compared to 55 percent of their older peers ages 26-31 and the same proportion of hiring managers. This result may reflect the fact that younger Millennials have become humbled by both the recessionary climate and

Millennials and Hiring Managers– Millennials’ Most Common Weaknesses in the Workplace Compared to Older Generations



the backlash against older peers who entered the workplace first and earned a reputation of being difficult and having a sense of entitlement.

Millennials and managers were also in agreement with respect to what Millennials need to do to overcome these weaknesses in a market that is more competitive than ever before. Both Millennials and managers agreed that Millennials should: 1) seek mentorship from senior leaders; 2) set goals with their managers; and 3) participate in company-sponsored training opportunities (this was reported by 47, 39 and 38 percent of Millennials, and 49, 48 and 37 percent of manager, respectively).

Millennials and Hiring Managers – Most Helpful Ways for Millennials to Overcome Weaknesses in the Workplace



Advice and Actions for Millennials and Hiring Managers



Millennials and their managers have come a long way in understanding and supporting one another. They now agree on what the challenges are facing young professionals. Managers are becoming more open and tolerant, and Millennials are adjusting their expectations and making contributions that are visible and appreciated. Furthermore, the fact that attitudes about Millennial weaknesses are so similar across generations makes it easier for Millennials and their managers to make progress in overcoming them.

Implementing two types of training within organizations is the first step. First a session or course on intergenerational dynamics can provide Millennials and their managers with concrete strategies to build a better sense of community within their teams. For instance, such training might recommend that managers



Training on intergenerational dynamics can provide Millennials and their managers with concrete strategies to build a better sense of community within their teams



implement an orientation program for new Millennial hires that makes them instantly feel welcomed and valued and concretely spells out job requirements and expectations. This might instruct Millennials to communicate in a manner that renders managers more likely to value what they have to offer. This type of training is especially relevant for female colleagues of differing generations, as experts have observed the most in-office friction.

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Organizations should
provide soft-skill training
for Millennial hires
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Second, organizations should provide soft-skill training for Millennial hires that includes instruction on 1) assimilating into a new workplace culture; 2) working with team members assertively and diplomatically; how to receive and process feedback; and, 3) approaching a supervisor to seek mentorship and set long-term career goals. Such a course would also aim to help Millennials combat misperceptions about their generation and teach them strategies – such as reverse mentoring – that can effectively leverage their digital comfort, multi-tasking ability, and other strengths.

Students and job-seeking Millennials who do not have access to soft-skills training inside an organization can take advantage of free training resources such as JobSTART 101 (www.jobstart101.org) to ensure they are able to rise to the challenges associated with becoming future global leaders. Such resources will also assist them in developing the kind of relationships they need to succeed within the very large and very small organizations that have been more hesitant to hire Millennials in the past.


“ I see Millennials coming in the door wanting to know when they are going to get the training and equipment that others have. They want it all right now.”

- Manager respondent

Career Advice for Today's Job-Seekers

- 1 Find a mentor.** Develop a strong relationship with someone outside your company and ideally who has already passed through the stage of their career that you are currently in. Connections via social media are important, but do not confuse them with the deeper connections formed with a mentor.
- 2 Master transferable skills** such as project management, marketing and finance that will allow you to succeed within different careers.
- 3 Consider going back to school** to earn a degree that will provide substantial leverage in your chosen field.
- 4 Be pro-active about the discovery process** by conducting a self-assessment exercise. Helpful questions include: What is most important to me? What are my values? What type of work environment would make me excited to go to work everyday?
- 5 Use online tools** such as the Bureau of Labor Statistics' Occupational Outlook Handbook to investigate the specifics of various career paths (e.g. educational requirements, daily responsibilities, earning potential) and then locate individuals currently working in those fields.
- 6 Participate in training programs** like JobSTART 101 (www.jobstart101.org) as well as volunteer work and internships to become well-rounded and informed.
- 7 Ask for help and guidance from your manager** and demonstrate you care about your work
- 8 Know what fields are in-demand.** Research what occupations are in high demand now and which ones will be in high-demand in the future.
- 9 Become a well-rounded professional** by learning about areas outside of your expertise.
- 10 Persist in finding the right job.** Understand what you are looking for and stay positive.

About the Career Advisory Board and Research Methodology



Established in 2010 by DeVry University, the Career Advisory Board is a panel of leading career experts and authors from business and academia who provide actionable advice for job-seekers. The Career Advisory Board generates proprietary research and commentary, and creates tools, insight and resources to prepare job-seekers for success. Its members include executives from CareerBuilder, Cisco, DeVry University, Hewlett-Packard, IBM and Microsoft Corporation as well as nationally recognized career experts. The first research initiative, “The Future of Millennial Careers,” was commissioned by the Career Advisory Board, and conducted by Harris Interactive. Results were compounded from an online survey of 1,023 U.S. adult participants between December 29, 2010, and January 10, 2011.

The survey participants included 500 U.S. adults age 21-31 who are either employed or plan to seek employment in the future. They also included 523 U.S. adults age 18+ who are employed and are responsible for or have a large role in making hiring decisions for their company or department. Additionally, this second group interacts with Millennials ages 21-31 at work as colleagues or supervisors and/or regularly socializes with Millennial employees ages 21-31. Results were weighted as needed for age, sex, race/ethnicity, education, region and household income. Propensity score weighting was also used to adjust for respondents' propensity to be online. Roughly 55 percent of those who responded were qualified for the survey and on average, the survey took participants 30 minutes to complete.

All sample surveys and polls, whether or not they use probability sampling, are subject to multiple sources of error which are most often not possible to quantify or estimate, including sampling error, coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments. Therefore, Harris Interactive avoids the words “margin of error” as they are misleading. All that can be calculated are different possible sampling errors with different probabilities for pure, unweighted, random samples with 100% response rates. These are only theoretical because no published polls come close to this ideal.

Respondents for this survey were selected from among those who have agreed to participate in Harris Interactive surveys. The data have been weighted to reflect the composition of the U.S. adult population age 21-31 for the Millennials sample, or U.S. adults age 18+ and employed for the Hiring Managers sample. Because the sample is based on those who agreed to be invited to participate in the Harris Interactive online research panel, no estimates of theoretical sampling error can be calculated.





Alexandra Levit

Career Expert and Author

Alexandra Levit's goal is to help people find meaningful jobs - quickly and simply - and to succeed beyond measure once they get there. A former nationally-syndicated columnist for the *Wall Street Journal* and a current contributor for *Fortune* and *Metro US*, she has authored several books, including the bestselling *They Don't Teach Corporate in College*, *How'd You Score That Gig?*, *Success for Hire*, *MillennialTweet* and *New Job, New You*. Her book on the top myths of business success is due out from Penguin/Berkley in 2011.

Since serving as a member of Business Roundtable's Springboard Project, which advised the Obama administration on current workplace issues, Levit produced the critically acclaimed JobSTART 101, a free online course that better prepares college students and graduates for the challenges of the workplace. She is a frequent national media spokesperson and has been featured in thousands of outlets including the *New York Times*, *USA Today*, National Public Radio, ABC News, Fox News, CNBC, the Associated Press, *Glamour* and *Cosmopolitan*. In 2010, she was named *Money Magazine's* Online Career Expert of the Year and the author of one of *Forbes'* best Web sites for women.

Known as one of the premiere spokespeople of her generation, Levit regularly speaks at conferences, universities and corporations around the world including the American Society for Training and Development, Campbell's Soup, McDonalds and Whirlpool — on issues facing modern employees such as how to communicate effectively between generations. She also consults, speaks, writes and explores workplace trends on behalf of Beyond Credentials, DeVry University, Intuit and Microsoft.



Dr. Sanja Licina

Senior Director, Talent Intelligence & Consulting, CareerBuilder.com

As Senior Director of Talent Intelligence and Consulting, Dr. Sanja Licina directs the talent management consulting for Personified, a division of CareerBuilder – the global leader in human capital solutions. Her focus is developing, researching and overseeing the building of progressive thought leadership models that provide critical insight into trends around the current workplace, talent market, recruitment, diversity and employment branding. Under her leadership, Personified has assisted thousands of organizations in leveraging business intelligence to make strategic cross departmental changes in their organizational initiatives.

Dr. Licina is an employment expert who is often asked to discuss the state of the job market, hiring practices and workplace issues by trade groups and publications.

Prior to joining Personified, she worked as a Research Specialist at Hudson, playing an integral role in the development of leadership capital by serving as a director of white paper research as well as co-managing the Hudson Employment Index and serving as an independent consultant for Harvard Business School.

Dr. Licina holds a Ph.D. in Industrial and Organizational Psychology from DePaul University and a B.A. in Psychology and Communication Studies from the University of Michigan.

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Note: All participant quotations are cited word-for-word from the Harris Interactive Career Study Millennial and Hiring Manager data.

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