

# Not Everyone Gets a Trophy

## How to Manage the Millennials

### The Millennials

**First Wave**, born 1978-1989

Today\*: 28% of the workforce  
2020\* : 27%

**Second Wave**, born 1990-2000

Today\*: 14% of the workforce  
2020\* : 24%

\*US, Canada, Germany, UK & Japan

*"If you want high performance out of Millennials, you better commit to high-maintenance management."* - Bruce Tulgan

### 9 Steps to Managing Millennials

#### 1. Get Them on Board Fast with the Right Messages

- Diversify your sourcing, and deliver a killer message.

#### 2. Get Them Up-to-Speed Quickly, and Turn Them Into Knowledge Workers

- Train and engage them from Day One.

#### 3. Practice In Loco Parentis Management

- Give them guidance, direction and support. Take a strong hand.

#### 4. Give Them the Gift of Context

- Help them understand where they fit in *your* picture

#### 5. Help Them to Care About Great Customer Service

- Use their customer mentality to commit them to good service

#### 6. Teach Them How to Manage Themselves

- Help them set priorities, take notes, and be good workplace citizens

#### 7. Teach Them How to Be Managed By You

- Meet regularly one-on-one, and set your ground rules

#### 8. Retain the Best of Them, One Day at a Time

- Use their needs for today and tomorrow as a way to retain the best

#### 9. Build the Next Generation of Leaders

- Teach them the basics of good management



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace - and one of the foremost experts on leadership & management practices and supervisory relationships. He is an advisor to business leaders all over the world, and the author/coauthor of numerous books including the classic *MANAGING GENERATION X* (1995), the best-seller *IT'S OKAY TO BE THE BOSS* (Revised Updated 2014; originally published 2007), *NOT EVERYONE GETS A TROPHY* (Revised Updated 2016; originally published 2009), *THE 27 CHALLENGES MANAGERS FACE* (2014) and *BRIDGING THE SOFT SKILLS GAP* (2015). Since founding the management training firm RainmakerThinking, Inc. in 1993, he has been a sought-after keynote speaker and seminar leader.

# Top 14 Myths About Millennials

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## 1. Millennials are disloyal

*Reality:* They offer the kind of loyalty you get in a free market: transactional loyalty

## 2. They won't do the grunt work

*Reality:* They won't do the grunt work if they fear no one is keeping track

## 3. They don't know much and have short attention spans

*Reality:* They think, learn, and communicate in sync with today's information environment

## 4. They want the top job on day one

*Reality:* They want to hit the ground running on day one

## 5. They need work to be 'fun'

*Reality:* They want work to be engaging, to learn and be challenged

## 6. They want to be left alone

*Reality:* If they care, they want a manager who is highly-engaged

## 7. They want their managers to do the work for them

*Reality:* They want managers who will teach them how to do their work very well

## 8. They don't care about climbing the career ladder

*Reality:* Their career path will be eclectic, progressive, and developmental

## 9. Money and traditional benefits don't matter to them

*Reality:* Money and benefits are only a threshold issue

## 10. Money is the *only* thing that matters to them

*Reality:* What they're really asking is, "What do I need to do to earn more?"

## 11. They don't respect their elders

*Reality:* They do respect their elders, but they want respect too

## 12. They want to learn only from computers

*Reality:* They need the human element to do their *best* learning

## 13. It's impossible to turn them into long-term employees

*Reality:* You can turn them long-term, you just have to do it one day at a time

## 14. They will never make good managers, they're too self-focused

*Reality:* They just have to learn good management basics, and practice