

THE EXTRA POINT

BY JERRY ROBERTS



103 Helping Millennials Become Better Leaders

Using the terms Millennials and leadership in the same sentence can often spark an interesting conversation. I'm Jerry Roberts and today we'll try to have one of those on The Extra Point.

If you ask managers and business owners about the Millennial generation and their workplace reputation, you might hear things like they're not as focused on getting work done as hoped for, or they don't stay very long, changing jobs frequently. Of course, these are generalizations but a lot of people in this group have earned them.

Yet, there are Millennials who do want to work hard, get ahead, and even become leaders — and they want help to do that. Now, 71% of Millennials who are likely to leave an organization within two years aren't happy with how their leadership skills are being developed. This is the segment of Millennials who want leadership training and want to be in a leadership position in the next five years.

EY, also known as Ernst & Young, has stepped up to help make that happen. One of the largest professional services firms in the world, EY has an average age across their workforce of 28 years-old, with Millennials making up two-thirds of their company. So they have a vested interest here.

EY trains Millennials in what they call future-focused areas of interest — things like analyzing data, artificial intelligence, robotics, and other courses that 1) many Millennials are already interested in, and 2) their clients will need in the years to come. Having certifications in these skills will differentiate them in the marketplace, and that's a big deal with Millennials.

Second, EY has moved away from dreaded and loathsome annual performance reviews,

and instead has gone to real-time feedback, which they can request from anybody in the firm. They want constructive conversations that point forward and focus on what they want to do in their career and the journey, plus how EY is going to help them get there.

To do just that, EY meets with each person every 90 days to do a check-in on progress, and tweak the plan where needed. When you add this to the real-time feedback, I think this is powerful.

Workers have an online dashboard they can access which summarizes the feedback and how they're doing in all areas; and at the end of the year they can compare themselves with their peers.

Finally, EY has developed a coaching culture and this is a huge benefit. I've been preaching the benefits of coaching for years, and have written a course on it. Millennials prefer to be coached over every other leadership style.

By investing in the development of coaches, EY can help workers at any point in their work, including preparation for client meetings.

And a side benefit. These Millennials, having experienced the value of coaching and having learned how to coach, will one day be able to return the favor for future workers.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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