

# Introductions



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# Agenda

- ▶ **Overview**

- ▶ **Attract, Retain & Mentor**

- ▶ **Workplace & Culture**

- ▶ **Technology**



“Innovation thrives in environments where people with diverse expertise and experience can collaborate, share ideas, and leverage perspectives to solve challenging problems and create novel opportunities”.

# Who are millennials

## mil·len·nial

/miˈlɛnēəl/ 

*adjective*

adjective: **millennial**

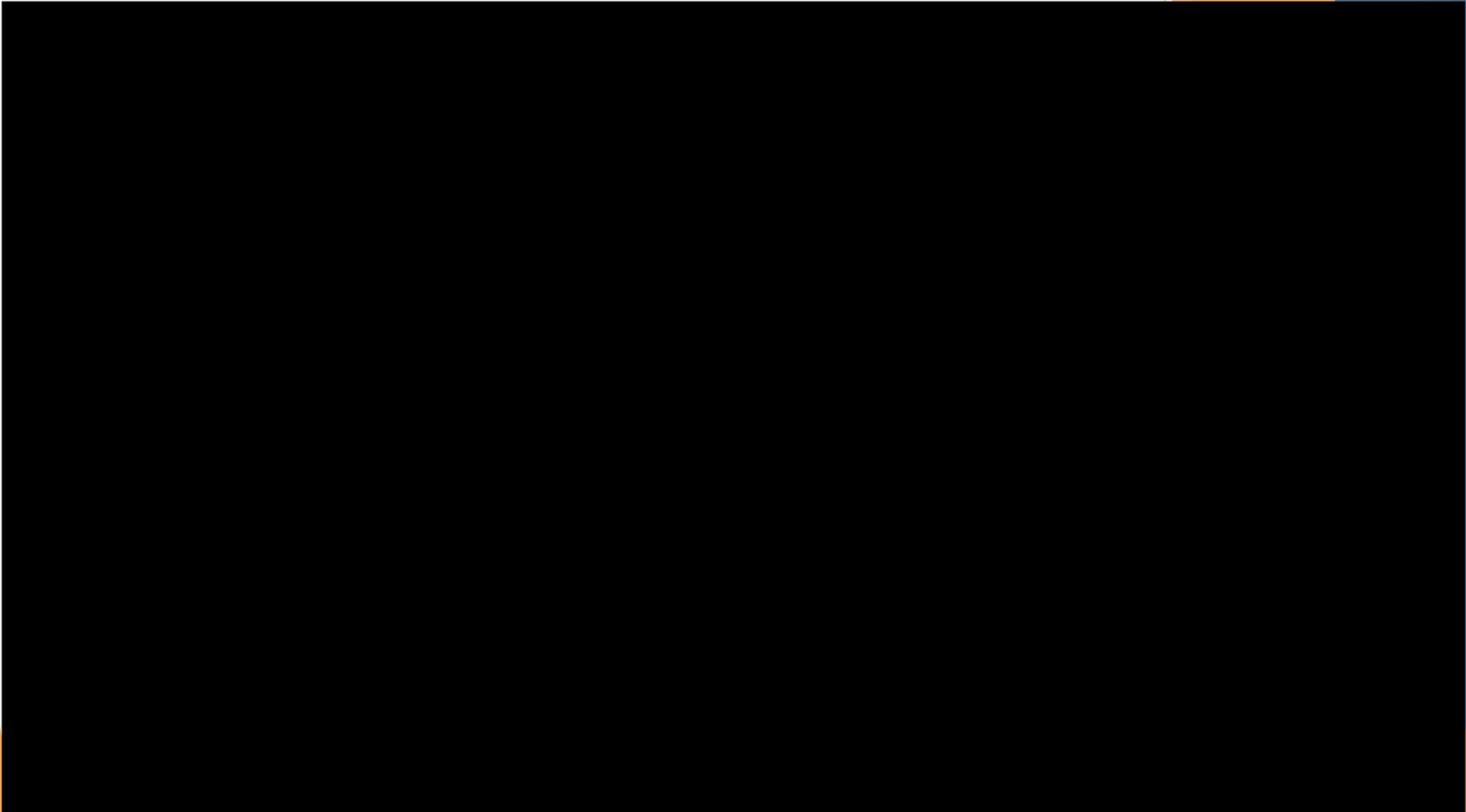
1. denoting or relating to a period of a thousand years.  
"the current increase in hurricanes is only a small fluctuation within this longer millennial cycle"
2. denoting or relating to an anniversary of a thousand years.  
"the millennial anniversary of Leif Eiriksson's voyage to the New World"
- denoting people reaching young adulthood in the early 21st century.  
"most social networking groups are dominated by the millennial generation"
3. another term for **millenarian**.

*noun*

noun: **millennial**; plural noun: **millennials**; noun: **Millennial**; plural noun: **Millennials**

1. a person reaching young adulthood in the early 21st century.  
"the industry brims with theories on what makes millennials tick"

- ▶ Interactive
- ▶ High-tech environment
- ▶ Tablets and smart phones provide instant information
- ▶ Constant communication



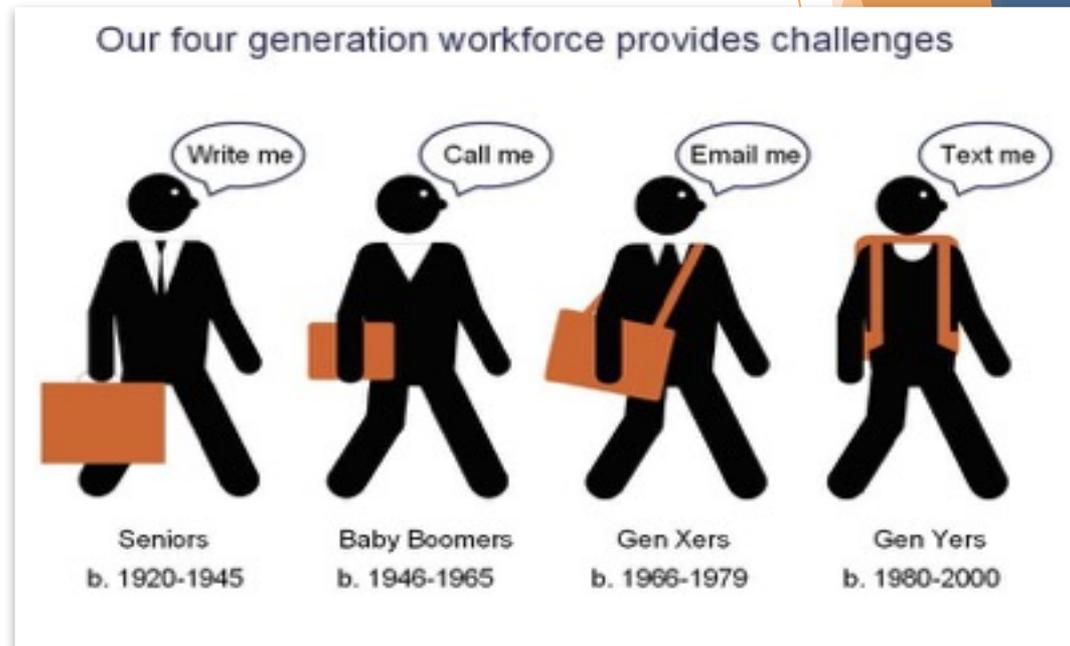
# Overview - Today's Workforce

Today's Multi-Generational Workforce:

- ▶ Traditionalists (born 1900 to 1945)
- ▶ Baby boomers (born 1946 to 1964)
- ▶ Generation Xers (born 1965 to 1981)
- ▶ Millennials (born 1982-1999)

By 2020, half of the U.S. workforce will consist of millennials

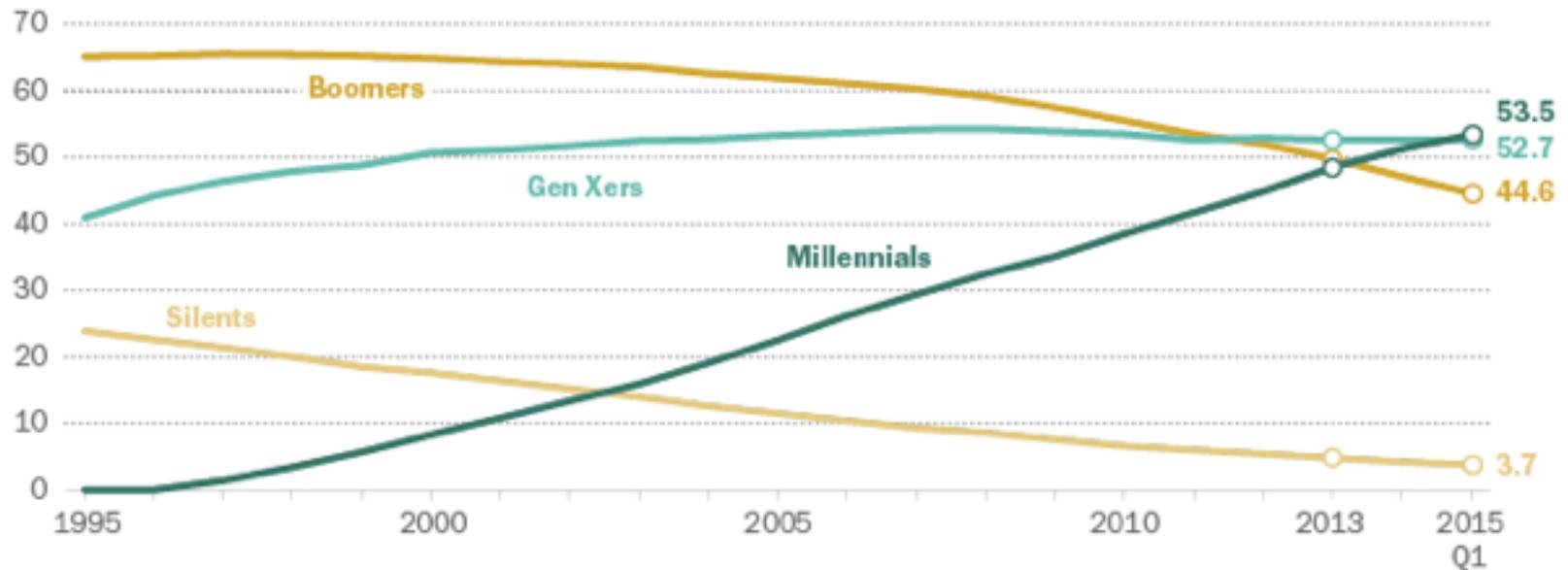
By 2025, millennials will become 75% of the global workforce



# U.S. Labor Force by Generation, 1995-2015

## U.S. Labor Force by Generation, 1995-2015

*In millions*



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

# Survey Overview

- ▶ **100 professionals in the Design-Build industry including:**
  - ▶ Construction Managers (48%)
  - ▶ Engineer/Designer (25%)
  - ▶ Consultant/Specialty Contractor (13%)
  - ▶ Architects (2%)
  - ▶ Owners (2%)
  - ▶ Other (11%)
  
- ▶ **Multi-generational workforce:**
  - ▶ Millennials (70%)
  - ▶ Gen X (20%)
  - ▶ Baby-Boomers (10%)



What's ONE word you would use to describe miller



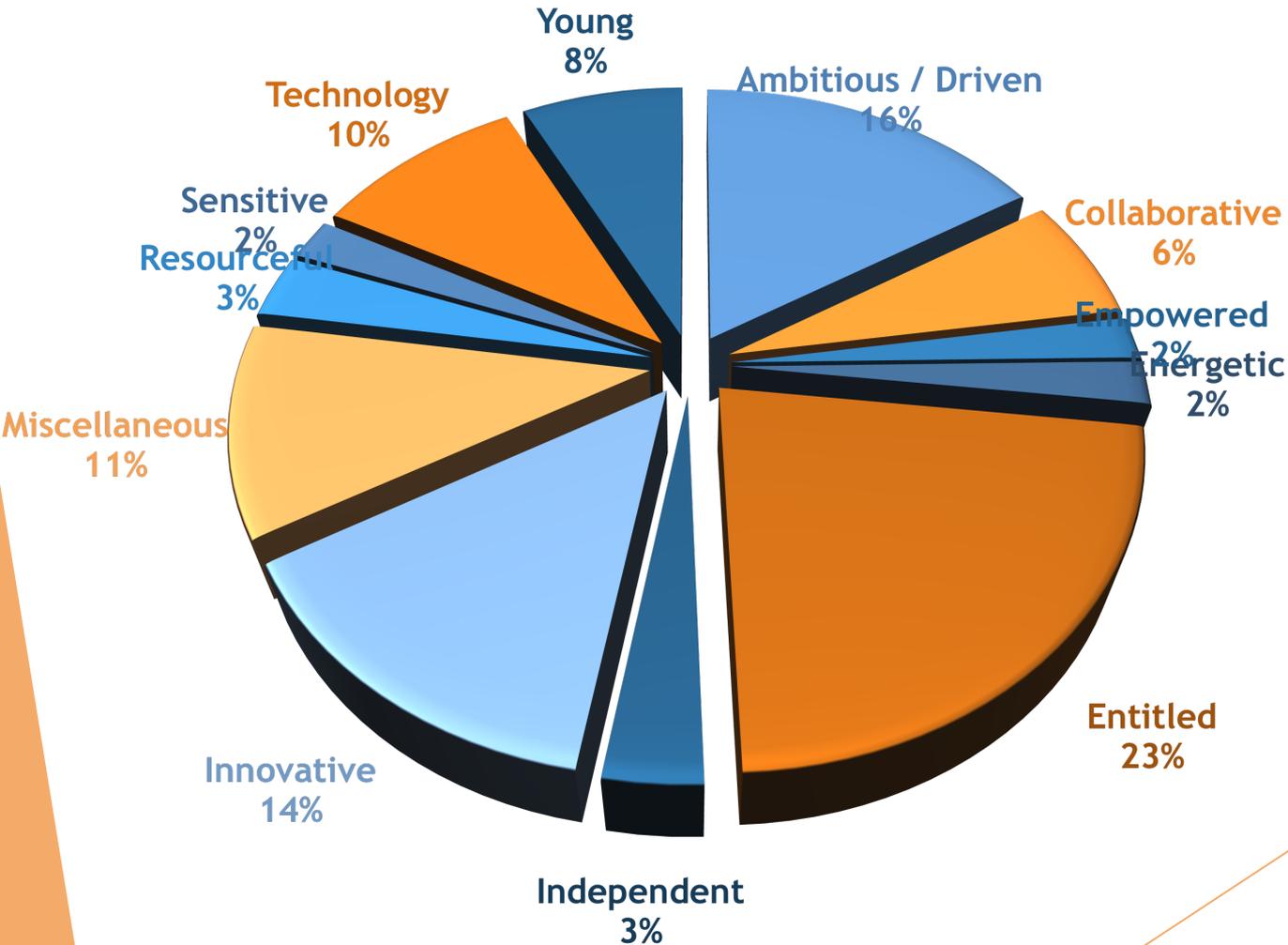
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**DBIA YP  
SURVEY RESULTS**

# One Word to Describe Millennials



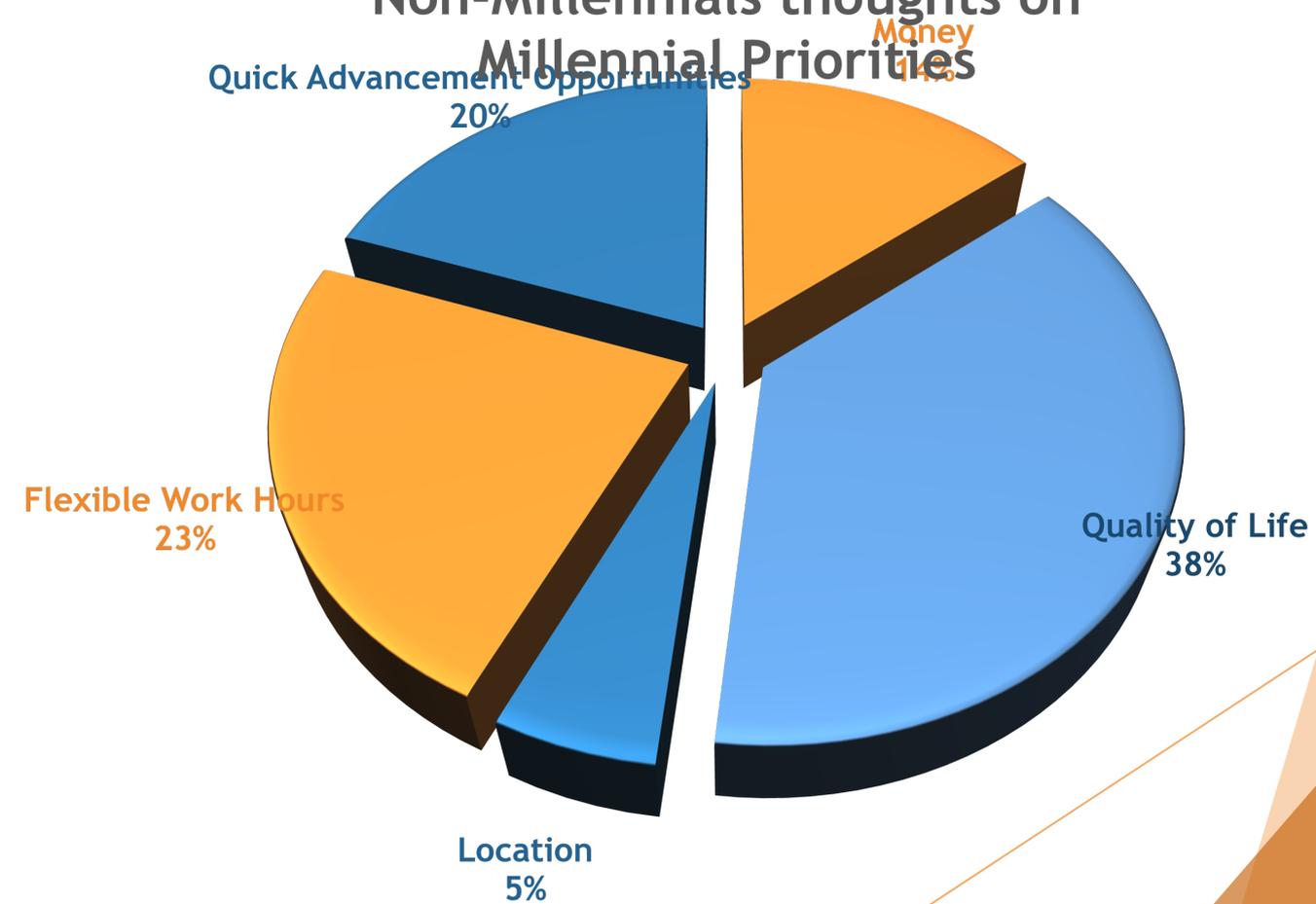
# Attracting and Retaining Millennials in the Workforce



## ▶ Top expectations:

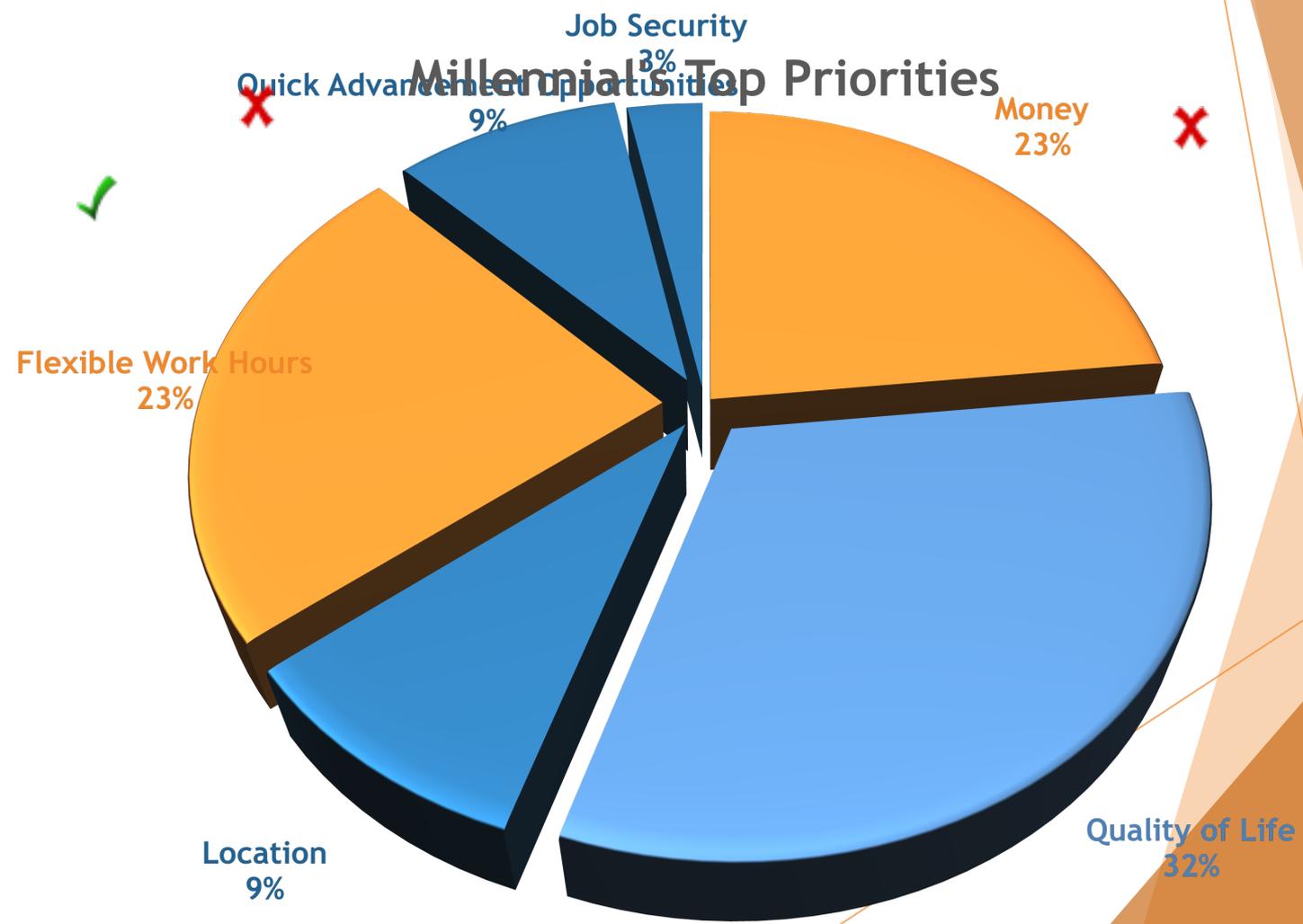
- ▶ 64%: Make the world a better place
- ▶ 79%: Want their boss to serve more as a coach or mentor
- ▶ 88%: Prefer a collaborative work-culture over a competitive one
- ▶ 74%: Prefer flexible work schedules
- ▶ 88% “work-life integration,”
  - ▶ It’s no longer about how we obtain work-life *balance*, but rather how we *integrate* our work with our families, friends, hobbies, personal goals, etc.

## Non-Millennials thoughts on Millennial Priorities



# DBIA YP SURVEY RESULTS

## Millennials Top Priorities



# Attracting and Retaining Millennials in the Workforce (cont.)

## What Millennials Want

...from their

TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS

Will help me grow my career

Will give me feedback

Will mentor and coach me

Will sponsor me for formal development programs

Is comfortable with flexible schedules

“The young people in this industry are eager to contribute and participate. Often times, standard job descriptions and policies stand in the way of them contributing at a level that would bring real value to the companies that they work for. This can result in frustrations, and ultimately people move on to more progressive firms and industries.”

- Barbara Jackson

(Millennials in Construction: Learning to Engage A New Work Force) - FMI Industry Survey

Allows me to work with my life

Offers a clear career path

Creativity and innovation strategies

THE FACTORS THAT MOST INFLUENCE A MILLENNIAL'S CHOICE OF THEIR CURRENT EMPLOYER

SKILLS & TALENTS

S

ing/

Culture

# Mentoring and Growth

- ▶ Millennials (grew up in the age of technology (*instantaneous*)):
  - ▶ In a hurry for success
    - ▶ Clear path A to B
  - ▶ A constant stream of feedback
  - ▶ Managers aren't sole "context experts"
    - ▶ Viewed as coaches/mentors

*How do we do this without burning out our managers?*

1. Reverse Mentoring
2. "Techy" Mentoring
3. Promote External Networking



# Mentoring and Growth



## ▶ Reverse Mentoring:

- ▶ Get Senior Management Involved.
  - ▶ Drive to make it to the top faster
  - ▶ Face time
- ▶ Beneficial to both parties
  - ▶ *“She can tell me what's going on at the top and how that affects me, and I can help her understand what people on the ground are thinking.”*
  - ▶ *“He can pass down his knowledge regarding a personal touch or a handshake or a phone conversation, and I can show him how to market us better on LinkedIn.”*
- ▶ Bridge the generational gap
- ▶ Promote employee engagement

# Mentoring and Growth

## ▶ “Techy” Mentoring

- ▶ Inter-company podcasts
  - ▶ Learn on your own time
- ▶ Social Media
  - ▶ Key personnel to answer questions through social media
- ▶ Motivational Online Video Clips
  - ▶ <http://the3minutementor.com>
  - ▶ Quick
  - ▶ Target the needs of each individual



# Mentoring and Growth

## ▶ External Networking

- ▶ Utilize organizations the company is already involved with to gain exposure to others in the industry
  - ▶ Boosts the presence of the company
  - ▶ Allows younger employees to further their skillset (social/technical)
  - ▶ Gives younger employees the opportunity to develop a mentorship with another (*organic*)





# Culture is Key

- ▶ Keys for Millennials
  - ▶ Strong culture and values that align with their own
  - ▶ Strong desire to be part of something important that positively affects their environment
  - ▶ A need to understand WHY they are doing things a certain way
  - ▶ Sense of purpose and development
- ▶ What drives Millennials
  - ▶ Eager for new experiences, and they thrive on short-term goals with visible results
  - ▶ Need for immediacy in information, communication and results
- ▶ What pushes them away
  - ▶ Cultures not consistent with their own views

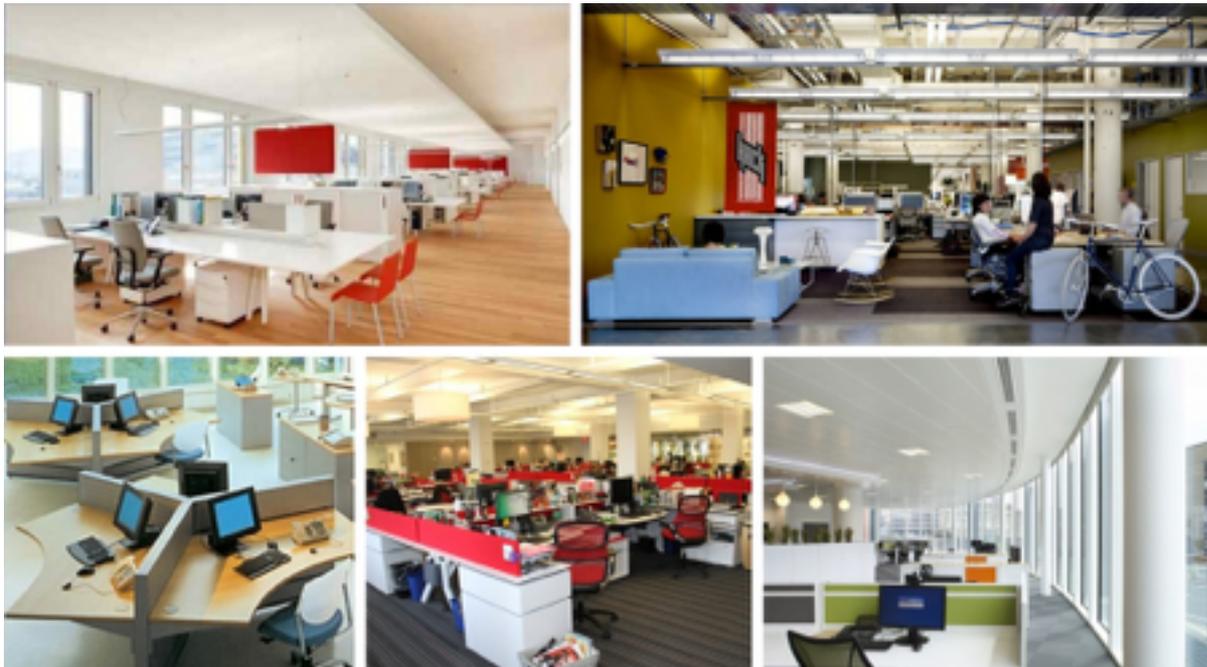


# Fostering a Collaborative Workplace Environment

- ▶ What can you do
  - ▶ Bridge the gap between all of your generations - Integrate!
  - ▶ Develop a culture that encourages:
    - ▶ Team-based mentality and management transparency
    - ▶ Unstructured flow of information
    - ▶ Openness to different perspectives and workstyles
    - ▶ Flexibility in processes and procedures
    - ▶ Social engagement and participation
  - ▶ Evaluate workplace structure - Collocate!

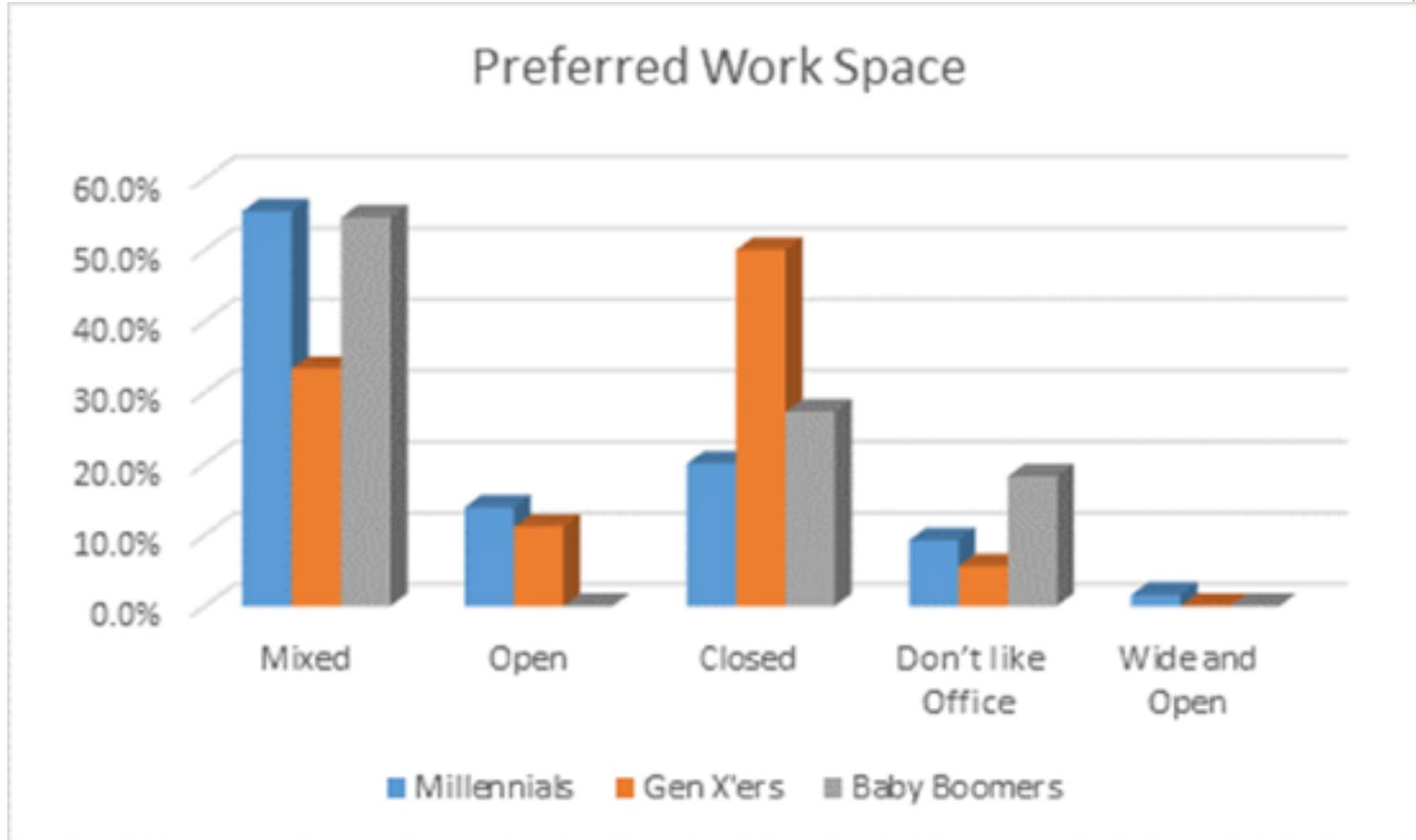
# Physical Workplaces

- ▶ Millennials
  - ▶ Smaller and more flexible workspaces
  - ▶ Flexibility to work when and where they want
  - ▶ Natural light, movability



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# Preferred Workspace Environment



# Best Places to Work - Why?

- ▶ Google - six straight years as Fortune Magazine's 100 Best
  - ▶ Focus on employees, effective teaming, and perks to make life easier
- ▶ Not all of us can be Google, but what can we do?
  - ▶ Wellness reimbursement
  - ▶ Fitness and social interactions
  - ▶ Focus internally on teams and employees lives
  - ▶ Stay Balanced, there's no 'right' answer for all companies





the greatest attribute millennials can bring to



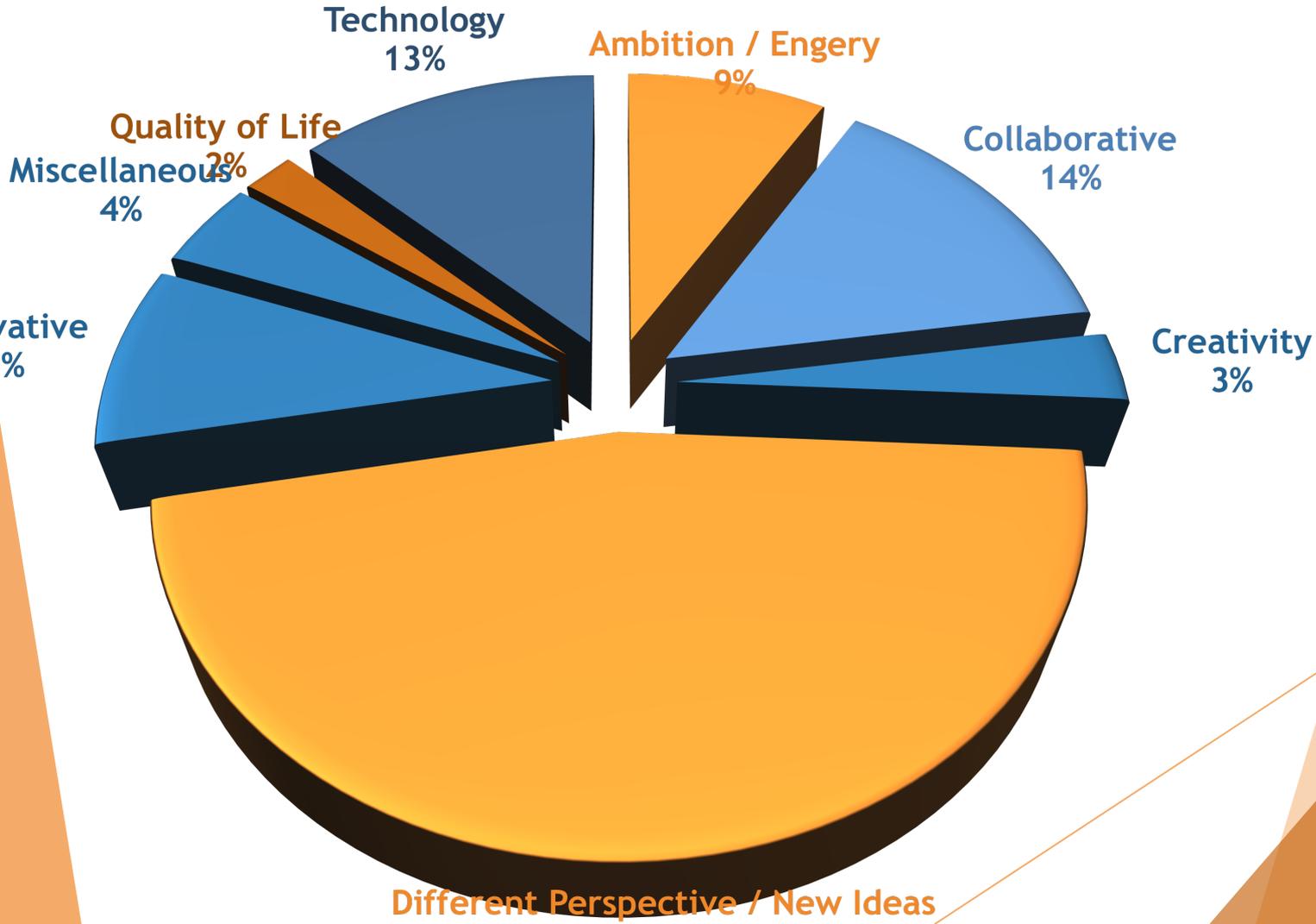
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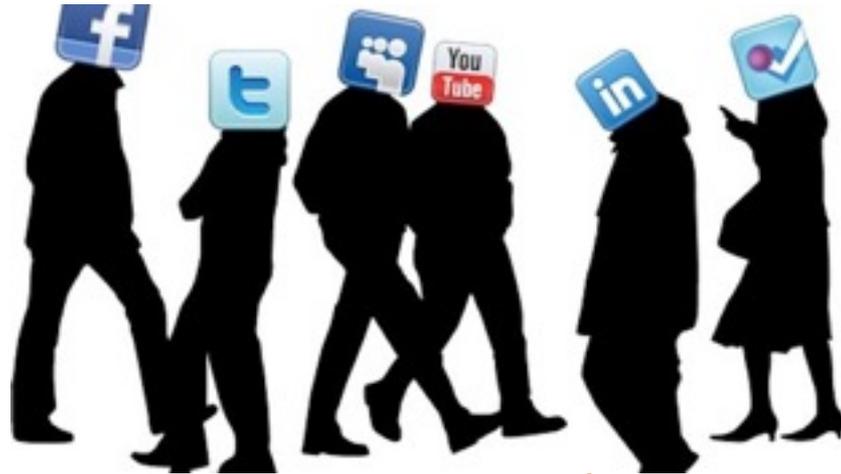
# Greatest Attribute Millennials Bring to a Team



# Technology

Manager's must learn to drive innovation and embrace technology from younger employees to support their organization's survival.

- ▶ Raised in a completely connected world
- ▶ Tech-savvy more comfortable working in fast-paced environments
- ▶ Better able to cope with changing information due to growing up with the internet, social media, and mobile technology.
- ▶ Prefer quick, efficient and casual ways of thinking
- ▶ Less resistant to change



# Technology



- 45% of millennials prefer chat and text tools for collaboration
- 60% of Millennials utilize applications such as Google Drive, Dropbox, Instagram and iCloud for collaboration.
- 40% of millennials favor online meetings to in-person
- 71% of millennials face challenges with company-issued collaboration tools

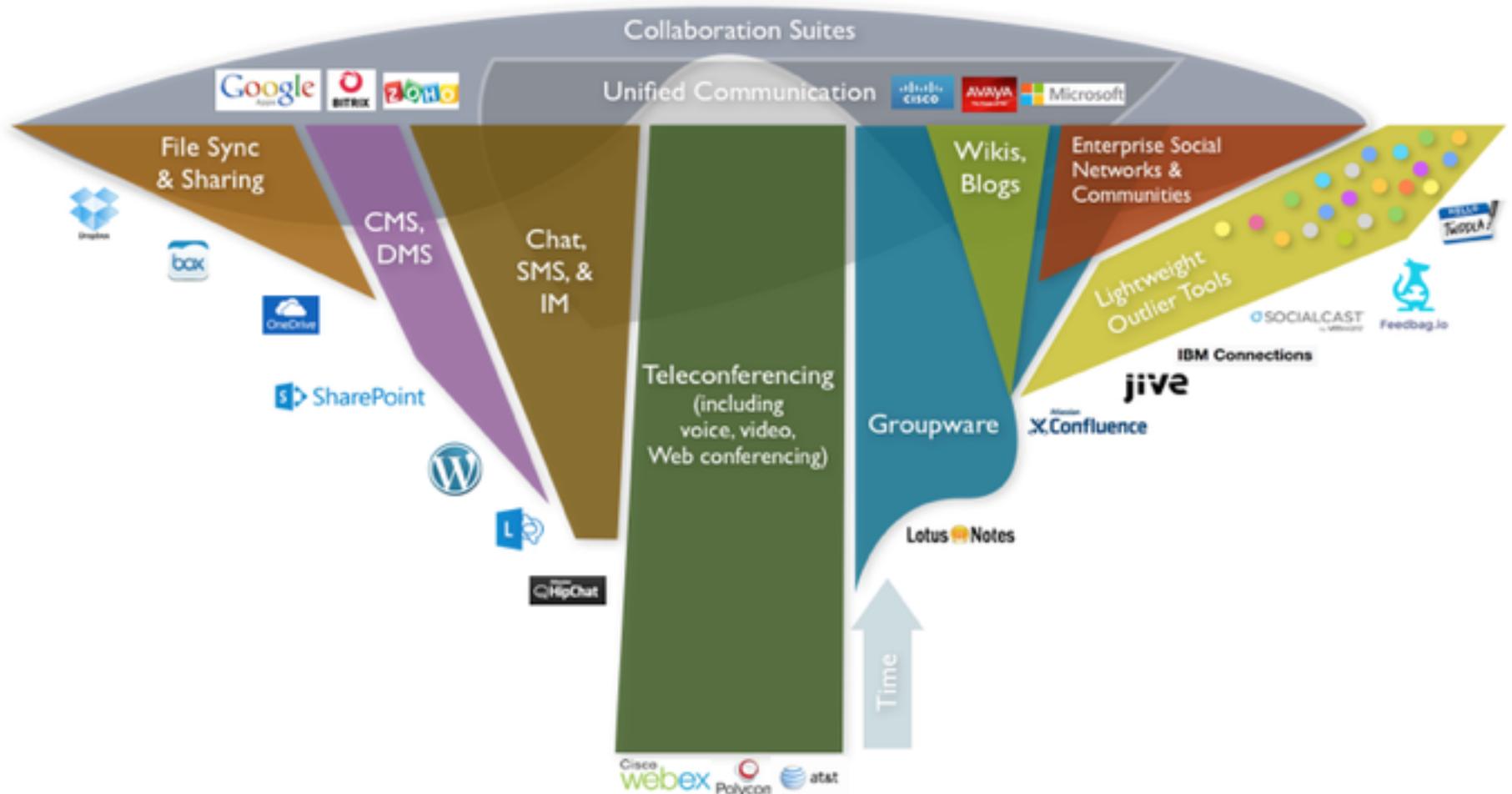
# Technology Challenges

- ▶ Lack of technology - inspires employees to get their own
  - ▶ Not sanctioned by employer, security issues to organizations
- ▶ Paralysis by Analysis, determining the best new solution for a given purpose
  - ▶ Beta testing, stakeholder input, rollout champion
- ▶ Bottleneck in finding information - Where can I find it?
- ▶ Technology challenges to communicating:
  - ▶ Loss of social cues (i.e., nodding, eye contact)
  - ▶ Always on/connected/ability to manage and control (screen)



# Technology and Collaboration

## The Evolution of Collaborative Technology



From <http://zdnet.com/blog/hinchcliffe> on **ZDNet**.

# Technology and Collaboration

Technology unleashes the power of workplace collaboration

- ▶ Provides platforms for fast, efficient communication
- ▶ Helps eliminate barriers of power, position and reluctance
- ▶ Enables employees to be more productive
- ▶ Enhances contribution and insight
- ▶ Global outreach to team members and partners



# Conclusion: Millennials and Design-Build



- ▶ Educated and trained
- ▶ Work collaboratively
- ▶ Trust in your team
- ▶ Committed to best interest of the project
- ▶ Co-location
- ▶ Adopt practices that foster collaboration
- ▶ Enable stakeholder input
- ▶ Timely decision-making
- ▶ Effectively manage changes
- ▶ Committed listening and speaking
- ▶ Innovation
- ▶ Accountability
- ▶ Merge/integrate cultures, preferences, attitudes and agendas
- ▶ Blend experience and work procedures
- ▶ Shared motivations/incentives for performance
- ▶ Transparency
- ▶ Break down barriers
- ▶ Straight and real-time feedback
- ▶ Want to feel valued in area of expertise
- ▶ Open-minded
- ▶ Allow for flexibility
- ▶ Collaborative
- ▶ College-educated generation
- ▶ Technologically savvy and creative
- ▶ Clear career paths and mentoring
- ▶ Want to be engaged in decision-making
- ▶ Company with strong values
- ▶ Social and professional engagement
- ▶ Connectedness
- ▶ Variable workspace preferences

# Questions?

“A fundamental shift in the progression of how we do business. Good companies must continue to adapt. What worked 30 years ago doesn't work today. What we are going to have to do in another 30 years won't work today. *They expect fast timely results and in this industry, timely decisions and fast pace is key to success.*”

- 2017 DBIA Millennials in the Workplace Survey respondent